

Skill Enrichment among Employees of Select Organized Fashion Retail Outlets of Textile and Clothing in Chennai: A Study

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Abstract—

Fashion and clothing is the largest segment of organized retailing in India. In India the fashion retail outlet can be grouped in to Multi Brand Outlet (MBO) and Exclusive Brand Outlet (EBO). This study presents the skill enrichment among the employees in these organized Fashion Textile outlets. The skills were ascertained based on views on work environment, employees capabilities, skills required for future employees and barriers in enriching the skill among the employees of fashion retail outlets. 150 questionnaires were distributed to 15 employees of each 5 MBOs and 5 EBOs all types of clothing of select organized Textile Retail Outlets in Chennai irrespective of their designation were distributed of which 114 were responded. The response rate is 76%. The reliability test using Cronbachs alpha (α) indicates that all the variables thus taken up for the study were good and the value of the variables ranges between 0.864 and 0.943. About the views on work environment, 'I believe in and take pride in my work and work place', 'Recommend the organization as a good place to work' and 'I feel accepted and valued by my colleagues' are given predominance by the respondents. Their exist differences on the views of workplace between genders and as well as MBO and EBO retail outlet employees. In regard to employee capability 'Encourage their staff to take responsibility for the team's performance', 'Are well connected outside the organization' and 'Are interested in the longer term development and progress of their team members' are the first three preferences among the twelve variables taken up for the study. The study shows that there is no unique opinion between genders and nature of the retail outlet on employees capability. The proximity matrix technique has been employed to find out the closely related variables and distant variables. The hierarchical cluster analysis indicates three clusters. Factor analysis has also been employed to identify the number of components. There exist three factors whose, Eigen value is more than 1. The study indicates that the future skill required for organised fashion retail outlet were 'Be creative'; 'Demonstrate initiative' and 'learn from what they do'. Similarly the barriers that are specified by these employees were 'Cultural barriers', 'Product Knowledge' and 'Communication' among the seven barriers identified. Thus the study provides ways of enriching skill and different types of skills required for future employees of organized fashion retail outlets of textile and clothing in Chennai.

Keywords— Skill Enrichment; Fashion retail outlet; Work environment; Barriers in Skill enrichment; Textile and clothing industry; Retail outlet employees.

I. INTRODUCTION

The accelerated economic growth has increased the demand for skilled manpower that has highlighted the shortage of skilled manpower in every domain. The rapid pace of change has been influenced by and further emphasized technological knowledge and skills with an increased demand for skilled workers who need to engage in continuous learning and ongoing innovation in order to remain employed. Technology has, in part, created more opportunities for work in different parts of the world influencing global labour migration. There has been increased racial, ethnic, cultural and gender diversity in the workplace and an increased emphasis on interpersonal competencies including communication, teamwork and networking ([1] – [4]).

The Indian retail market, which is the fifth largest retail destination globally, was ranked second most attractive emerging market for investment in the retail sector ([5]). Traditional Indian retailers are account for 12 million retail outlets all over the country and more than 23% of them are clothing and textile ([6]). Currently the most popular organised retail formats are Shopping Malls, Hypermarkets, Supermarkets Specialty Stores, Multi Brand outlets, Discount Stores, Department Stores and Convenience Stores. Fashion and clothing retailing were the largest segment of Organised Retailing in India, constituting 38% of the total Organised Retail. The penetration of Organised Retail in this category is around 23% from unorganised sectors. Major sub segments are based on Gender (Men & Women), Age (Kids, Infant), Use and occasion based (Formal, Casual, Bridal, Sportswear, Uniforms, etc). Most of the major sub segments have performed well on account of demographic, economic and social factors like high disposable incomes, more number of working women, young demography, etc. ([7]). The organised fashion retail outlet in India can be grouped into Multi Brand Outlet (MBO) and Exclusive Brand Outlet (EBO). Naturally the skills of the employees of these MBO and EBO varies such as work environment, capability, skills required for sustain in the competitive domain and barriers in enriching their skill. This study attempts to identify the above said factors among employees of select organized fashion retail Outlets of Textile and Clothing in Chennai.

II. REVIEW OF RELATED LITERATURE

The general skills identified as being important to employers included: Good communication and interpersonal skills; A good level of numeracy and IT skills; Negotiation and persuading skills; Evidence of leadership and management skills; Drive and enthusiasm; Good risk assessment skills; A well developed commercial awareness; A flair for creativity; The ability to work well under pressure and to tight deadlines ([8]).

The most critical challenge for a business is the improvement of service and product quality. The perception of retail service quality varies across different cities, the retailers can meet the customer expectations based on the factors drive them. ([9]), Access, Communication, Competence, Courtesy, Credibility, Reliability, Responsibility, security, Tangibles and Understanding/ knowing the customer were 10 dimensions of service quality determinants. Later, they were simplified into five dimensions including Tangibles, Reliability, Responsiveness, Assurance and Empathy. ([10])

An exploratory study has been carried out ([11]) to understand the requirement of skill set in organised grocery and vegetable retailing for entry level jobs. Personal interview and questionnaire were the instruments used. Scope of the study to understand and identify required skills for entry level job in the organised grocery and vegetable retailing. Skill Matrix and employability skill set are formulated based on the study for entry level jobs in organised grocery and vegetable retailing sector.

III. OBJECTIVES

The objectives of the study are:

- To identify the views on work environment among the employees of organized fashion retail outlets.
- To identify the Employees Capability among the employees of these sectors.
- To classify the employees based on the employees capability.
- To enumerate the skills and strategies required for the future employees of these sector.
- To identify the barriers faced by the employees in enriching their skills

IV. HYPOTHESES

In order to identify the objectives the following hypotheses were formulated:

- There exist uniform opinion on the views on work environment by the employees of organized fashion outlet irrespective of gender, and nature of retail outlets.
- There exist significant differences on employees' capability irrespective of demographic nature of the employees.
- Their needs certain skills and strategies for the future employees of fashion retail outlet employees.
- There exist certain barriers among the employees for enriching their skills and capabilities by fashion retail outlet employees

V. DATA ANALYSIS

A. Sample

150 questionnaires were distributed to 15 employees of each 5 MBOs and 5 EBOs all types of clothing of select organized Textile Retail Outlets in Chennai irrespective of their designation were distributed of which 114 were responded. The response rate is 76%. The data thus were collected and analysed using various statistical tools.

TABLE I FONT SIZES FOR PAPERS

S. No.	Type of Retail Outlet	No. of Questionnaires distributed	No. of Response	Percentage (%)
1	Multi Brand Outlet	75	67	58.8
2	Exclusive Brand Outlet	75	47	41.2
Total		150	114	76

B. Analysis

The analysis had been carried out in four tasks viz. Views on Work Environment, Employees Capability, Future Employees and Barriers required in textile retail outlets. Before the detailed analysis the demographic details of the respondents were identified and similarly the reliability test has been administrated to identify the reliability of the variables.

TABLE II DEMOGRAPHIC DETAILS OF THE RESPONDENTS

S.No.	Description	MBO		EBO		Total	
		Response	%	Response	%	Response	%
Gender							
1	Male	25	21.9%	14	12.3%	39	34.2%
2	Female	42	36.8%	33	28.9%	75	65.8%
Years of Experience							

1	Below 5 years	25	21.9%	16	14.1%	41	36.0%
2	Between 6 and 10 years	27	23.7%	25	21.9%	52	45.6%
3	Between 11 and 15 years	15	13.2%	6	5.3%	21	18.4%
Product category							
1	Mens Wear	9	7.9%	9	7.9%	18	15.8%
2	Womens Wear	29	25.4%	26	22.8%	55	48.2%
3	Kids Wear	3	2.6%	5	4.4%	8	7.0%
4	All	26	22.8%	7	6.1%	33	28.9%
Overall							
Total		67	58.8%	47	41.2%	114	100%

The demographic details of the respondents based on the gender, years of experience and the product category were analysed against the nature of the outlet such as Multi brand outlet (MBO) and Exclusive brand outlet (EBO). It is seen from the table 1 that, more female are employed in both MBO and EBO (36.8% and 28.9% respectively) compared to the male employees. Most of the respondents in all the categories are belong to MBO.

C. Reliability Test

To ensure that the research produces reliable findings and results, a reliable tool would need to be employed. Moreover, the exploratory nature of this study necessitated the need to conduct some form of test to check whether items used in the measures are tapping into the same construct (variables) or not. Such test was accomplished through the use of factor analysis. Reference ([12]) stated that factor analysis is a data reduction technique used to reduce a large number of variables to a smaller set of underlying factors that summarize the essential information contained in the variables. Two widely used methods in factor analysis are Principal Components and Principal Axis Factoring. However, this study adopted the former and applied it to all variables that employed multi-items measures.

Reliability is concerned with consistency of a variable. There are two identifiable aspects of this issue: external and internal reliability. Nowadays, the most common method of estimating internal reliability is Cronbachs alpha (α). The formula used is

$$\alpha = \frac{K}{K - 1} \left(1 - \frac{\sum_{i=1}^K \sigma_{Y_i}^2}{\sigma_x^2} \right)$$

A commonly accepted rules for describing internal consistency using Cronbachs alpha ([13]) are $\alpha \geq 0.9$ (Excellent), $0.9 > \alpha \geq 0.8$ (Good), $0.8 > \alpha \geq 0.7$ (Acceptable), $0.7 > \alpha \geq 0.6$ (Questionable), $0.6 > \alpha \geq 0.5$ (Poor) and $0.5 > \alpha$ (Unacceptable).

The concepts taken up for the study, variables and the Cronbach alpha value are shown in table 3.

TABLE III RELIABILITY TEST

S. NO	DESCRIPTION	NO. OF VARIABLES	CRONBACH'S ALPHA VALUE
1	Views on Work Environment	8	0.866
2	Employees Capability	12	0.943
3	Future Employees	5	0.870
4	Barriers	7	0.864

The reliability test using Cronbachs alpha (α) indicates that all the 31 variables under three categories thus taken up for the study were good and the value of the variables ranges between 0.864 and 0.943.

D. Work Environment

Work Environment views of the respondents were ascertained based on eight variables in a five point scale such as 'strongly disagree', 'Disagree', 'no opinion', 'agree' and 'strongly agree'. The opinions were shown in table 4 and the ranks were ascertained based on mean and standard deviation values.

TABLE IV WORK ENVIRONMENT

S. No	Description	Strongly Disagree		Disagree		No opinion		Agree		Strongly Agree		Mean	Std	Rank
1	When you had the opportunity to get a similar job with another Place, you prefer to stay with the present organization?	15	13.2%	46	40.4%	14	12.3%	21	18.4%	18	15.8%	2.83	1.32	8

2	In the last year, whether you had opportunities to learn and grow	4	3.5%	42	36.8%	36	31.6%	16	14.0%	16	14.0%	2.98	1.10	7
3	Recommend the organization as a good place to work	4	3.5%	28	24.6%	21	18.4%	35	30.7%	26	22.8%	3.45	1.19	2
4	Have confidence with the superior in the organization	18	15.8%	24	21.1%	5	4.4%	36	31.6%	31	27.2%	3.33	1.47	4
5	I believe in and take pride in my work and work place	5	4.4%	8	7.0%	40	35.1%	39	34.2%	22	19.3%	3.57	1.02	1
6	I feel accepted and valued by my colleagues	5	4.4%	22	19.3%	31	27.2%	32	28.1%	24	21.1%	3.42	1.15	3
7	Administrative team provides an environment in which honesty and openness are valued	9	7.9%	26	22.8%	39	34.2%	33	28.9%	7	6.1%	3.03	1.04	6
8	I trust the superior to be there and back me up	14	12.3%	18	15.8%	29	25.4%	35	30.7%	18	15.8%	3.22	1.246	5

It is seen from table 4 that the first preference was given to 'I believe in and take pride in my work and work place' followed by 'Recommend the organization as a good place to work' and 'I feel accepted and valued by my colleagues'. The least preferences were given to 'When you had the opportunity to get a similar job with another Place, you prefer to stay with the present organization?' and 'In the last year, whether you had opportunities to learn and grow'. The mean value ranges between 2.83 and 3.57 which indicate that the variable lies between 'to agree and 'to strongly agree'. The standard deviation ranges between 1.02 and 1.47 in a five point scale which shows that there is no much deviation in the opinion of the respondents.

The study has further extended to type of outlet. The mean and standard deviation were calculated and the ranks were assigned which were shown in table 5.

TABLE V WORK ENVIRONMENT VS TYPE OF OUTLET

S.No	Description	MBO			EBO		
		Mean	Std.	Rank	Mean	Std.	Rank
1	When you had the opportunity to get a similar job with another Place, you prefer to stay with the present organization?	2.88	1.332	8	2.77	1.306	8
2	In the last year, whether you had opportunities to learn and grow	3.04	1.051	6	2.89	1.184	6
3	Recommend the organization as a good place to work	3.73	1.095	1	3.04	1.215	4
4	Have confidence with the superior in the organization	3.66	1.225	2	2.87	1.663	7
5	I believe in and take pride in my work and work place	3.58	1.075	4	3.55	.951	1
6	I feel accepted and valued by my colleagues	3.64	1.069	3	3.11	1.202	3
7	Administrative team provides an environment in which honesty and openness are valued	3.03	1.000	7	3.02	1.113	5
8	I trust the superior to be there and back me up	3.18	1.141	5	3.28	1.394	2

Table 5 highlights that the order of preferences in MBO were 'Recommend the organization as a good place to work', 'Have confidence with the superior in the organization' and 'I feel accepted and valued by my colleagues'. The least preferences were 'When you had the opportunity to get a similar job with another Place, you prefer to stay with the present organization?' and 'Administrative team provides an environment in which honesty and openness are valued'. The standard deviation ranges between 1.0 and 1.332 which indicates that there is no significant deviation in their opinion and the mean value shows that the variables were between 'to moderate' and 'to large extent' (2.88 and 3.73). However the preferences of EBO employees were different comparing to MBO. The order of preferences were 'I believe in and take pride in my work and work place', 'I trust the superior to be there and back me up' and 'I feel accepted and

valued by my colleagues'. The least preferences were 'When you had the opportunity to get a similar job with another Place, you prefer to stay with the present organization?' and 'Have confidence with the superior in the organization'.

The study has further extended to gender wise. The mean and standard deviation were calculated and the ranks were assigned which were shown in table 6.

TABLE VI WORK ENVIRONMENT VS GENDER

S.No	Description	Male			Female		
		Mean	Std.	Rank	Mean	Std.	Rank
1	When you had the opportunity to get a similar job with another Place, you prefer to stay with the present organization?	3.03	1.088	8	2.73	1.417	8
2	In the last year, whether you had opportunities to learn and grow	3.38	1.227	6	2.77	.981	7
3	Recommend the organization as a good place to work	3.77	.777	3	3.28	1.331	3
4	Have confidence with the superior in the organization	3.62	1.407	4	3.19	1.486	4
5	I believe in and take pride in my work and work place	3.95	.724	1	3.37	1.100	1
6	I feel accepted and valued by my colleagues	3.59	.850	5	3.33	1.277	2
7	Administrative team provides an environment in which honesty and openness are valued	3.13	.864	7	2.97	1.127	5
8	I trust the superior to be there and back me up	3.79	.767	2	2.92	1.343	6

Table 6 shows that the first and third preferences in the male as well as in female categories are 'I believe in and take pride in my work and work place' and 'Recommend the organization as a good place to work'. However the second preference differs in both the categories. As same as the first preference, the respondents opinion on the least preference is same for the variable 'When you had the opportunity to get a similar job with another Place, you prefer to stay with the present organization?'. The standard deviation ranges between 0.724 and 1.486 in both categories indicates that there is no significant deviation in their opinion and the mean value shows that the variables were between 'agree' and 'strongly agree' (3.03 and 3.95).

E. Employees Capability

Employees capability of the respondents were ascertained based on twelve variables on a five point scale such as 'strongly disagree', 'disagree', 'no opinion', 'agree' and 'strongly agree'. The opinions were shown in table 7. Based on the opinion, the mean and standard deviation were calculated and the same is shown in table. The ranks were ascertained based on mean and standard deviation.

TABLE VII EMPLOYEES CAPABILITY

S. No.	Description	Strongly Disagree		Disagree		No opinion		Agree		Strongly agree		Mean	Std	Rank
1	Take careful decisions backed by evidence	20	17.5%	4	3.5%	28	24.6%	50	43.9%	12	10.5%	3.26	1.241	2
2	Exhibit consideration and sensitivity in dealing with people and avoid giving offence	9	7.9%	20	17.5%	14	12.3%	61	53.5%	10	8.8%	3.38	1.116	10
3	Employees are effective communicators	0	.0%	19	16.7%	3	2.6%	87	76.3%	5	4.4%	3.68	0.802	6
4	Able to create collaborative behaviors within	5	4.4%	14	12.3%	42	36.8%	48	42.1%	5	4.4%	3.3	0.902	11

	a team													
5	Have a combination of technical, cognitive and interpersonal skills that enables them to effectively coordinate and organize their teams	10	8.8%	14	12.3%	14	12.3%	35	30.7%	41	36.0%	3.73	1.305	5
6	Are well connected outside the organization (e.g. Employees networks)	5	4.4%	14	12.3%	0	.0%	57	50.0%	38	33.3%	3.96	1.108	2
7	Bring out the best in our people	5	4.4%	19	16.7%	43	37.7%	15	13.2%	32	28.1%	3.44	1.19	9
8	Inspire people to be to the organization	9	7.9%	5	4.4%	18	15.8%	57	50.0%	25	21.9%	3.74	1.097	4
9	Employees perform well to support their superiors	10	8.8%	5	4.4%	21	18.4%	60	52.6%	18	15.8%	3.62	1.084	8
10	Encourage our people to generate and implement their own ideas	9	7.9%	10	8.8%	14	12.3%	59	51.8%	22	19.3%	3.66	1.128	7
11	Encourage their staff to take responsibility for the teams performance	9	7.9%	0	.0%	15	13.2%	23	20.2%	67	58.8%	4.22	1.181	1
12	Are interested in the longer term development and progress of their team members	14	12.3%	19	16.7%	0	.0%	8	7.0%	73	64.0%	3.94	1.559	3

It is seen from table 7 that more than 50% of the respondents are in “agree” in nature of all the variables. Based on the mean value, the variable ‘Encourage their staff to take responsibility for the team’s performance’ ranks first followed by ‘Are well connected outside the organization (e.g. Employees networks)’ and ‘Are interested in the longer term development and progress of their team members’. The least preference given by the respondents is ‘Able to create collaborative behaviours within a team’.

The study has further extended to gender wise. The mean and standard deviation were calculated and the ranks were assigned which were shown in table 8.

TABLE VIII EMPLOYEES CAPABILITY VS GENDER

S.No	Description	Male			Female		
		Mean	Std	Rank	Mean	Std	Rank
1	Take careful decisions backed by evidence	3.56	.754	11	3.11	1.410	11
2	Exhibit consideration and sensitivity in dealing	3.92	.480	8	3.09	1.243	12

	with people and avoid giving offence						
3	Employees are effective communicators	4.08	.480	6	3.48	.860	4
4	Able to create collaborative behaviors within a team	3.46	.555	12	3.21	1.031	9
5	Have a combination of technical, cognitive and interpersonal skills that enables them to effectively coordinate and organize their teams	4.33	.737	3	3.41	1.425	8
6	Are well connected outside the organization (e.g. Employees networks)	4.28	.605	5	3.79	1.266	2
7	Bring out the best in our people	3.87	1.218	10	3.21	1.119	10
8	Inspire people to be to the organization	4.33	.737	4	3.43	1.129	7
9	Employees perform well to support their superiors	3.87	.615	9	3.49	1.245	3
10	Encourage our people to generate and implement their own ideas	4.05	.605	7	3.45	1.277	5
11	Encourage their staff to take responsibility for the team's performance	4.90	.641	1	3.87	1.245	1
12	Are interested in the longer term development and progress of their team members	4.90	.641	2	3.44	1.662	6

Table 8 shows that the orders of preferences in the male category were 'Encourage their staff to take responsibility for the team's performance', 'Are interested in the longer term development and progress of their team members', 'Have a combination of technical, cognitive and interpersonal skills that enables them to effectively coordinate and organize their teams'. The least preferences were 'Able to create collaborative behaviours within a team', 'Take careful decisions backed by evidence'. The standard deviation ranges between 0.480 and 1.218 which indicates that there is no significant deviation in their opinion and the mean value shows that the variables were between 'agree' and 'strongly agree' (3.46 and 4.90). However the preferences of the female employees were different comparing to male. The orders of preferences were 'Encourage their staff to take responsibility for the team's performance', 'Are well connected outside the organization (e.g. Employees networks)' and 'Employees perform well to support their superiors'. The least preferences were 'Exhibit consideration and sensitivity in dealing with people and avoid giving offence, you prefer to stay with the present organization?' and 'Take careful decisions backed by evidence'.

The study has further extended to type of outlet. The mean and standard deviation were calculated and the ranks were assigned which were shown in table 9.

TABLE IX EMPLOYEES CAPABILITY VS NATURE OF THE RETAIL OUTLET

S.No	Description	MBO			EBO		
		Mean	Std.	Rank	Mean	Std.	Rank
1	Take careful decisions backed by evidence	3.07	1.159	12	3.53	1.316	9
2	Exhibit consideration and sensitivity in dealing with people and avoid giving offence	3.30	1.128	11	3.49	1.101	10
3	Employees are effective communicators	3.60	.836	7	3.81	.741	6
4	Able to create collaborative behaviors within a team	3.36	.900	10	3.21	.907	12
5	Have a combination of technical, cognitive and interpersonal skills that enables them to effectively coordinate and organize their teams	3.75	1.307	4	3.70	1.317	7
6	Are well connected outside the organization (e.g. Employees networks)	3.97	1.029	3	3.94	1.223	2
7	Bring out the best in our people	3.55	1.184	8	3.28	1.192	11
8	Inspire people to be to the organization	3.69	1.062	5	3.81	1.154	5
9	Employees perform well to support their superiors	3.45	1.034	9	3.87	1.115	3
10	Encourage our people to generate and implement their own ideas	3.63	1.099	6	3.70	1.178	8
11	Encourage their staff to take responsibility for the teams performance	4.27	1.188	1	4.15	1.179	1
12	Are interested in the longer term	4.00	1.537	2	3.85	1.601	4

development and progress of their team members							
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It can be seen from table 9 that the orders of preferences in MBO were ‘Encourage their staff to take responsibility for the team’s performance’, ‘Are interested in the longer term development and progress of their team members’ and ‘Are well connected outside the organization (e.g. Employees networks)’. The least preferences were ‘Take careful decisions backed by evidence’, and ‘Exhibit consideration and sensitivity in dealing with people and avoid giving offence’. The standard deviation ranges between 0.836 and 1.537 which indicates that there is no significant deviation in their opinion of the respondents and the variables taken for the study are on acceptable in nature (3.07 and 4.0). The preferences of EBO employees were different comparing to MBO. The order of preferences were ‘Encourage their staff to take responsibility for the team’s performance’, ‘Are well connected outside the organization (e.g. Employees networks)’ and ‘Employees perform well to support their superiors’. The least preferences were ‘Able to create collaborative behaviors within a team?’ and ‘Bring out the best in our people’.

The factor analysis was carried out on the basis of the employees capability which is shown in table 10.

TABLE X EMPLOYEES CAPABILITY FACTOR ANALYSIS

Variable No	Description	1	2	3
12	Are interested in the longer term development and progress of their team members	0.893	0.280	.200
10	Encourage our people to generate and implement their own ideas	0.886	0.352	.006
11	Encourage their staff to take responsibility for the team’s performance	0.847	0.307	.104
2	Exhibit consideration and sensitivity in dealing with people and avoid giving offence	0.846	0.205	.262
6	Are well connected outside the organization (e.g. Employees networks)	0.815	0.371	.088
5	Have a combination of technical, cognitive and interpersonal skills that enables them to effectively coordinate and organize their teams	0.812	0.294	.041
1	Take careful decisions backed by evidence	0.680	0.598	-.111
3	Employees are effective communicators	0.425	0.807	.114
8	Inspire people to be to the organization	0.419	0.702	.415
9	Employees perform well to support their superiors	0.267	0.923	-.057
4	Able to create collaborative behaviors within a team	0.242	0.706	.261
7	Bring out the best in our people	0.107	0.130	.963

The factor analysis was carried out based on the employees capability and three groups were formed. The Eigen value of the first clusters is between 0.680 and 0.893, the second cluster has the value between 0.702 and 0.923 and the third cluster has only one variable which has the value of 0.963.

In order to identify the relation between variables, proximity analysis was administrated and the values were shown in table 11.

TABLE XI EMPLOYEES CAPABILITY PROXIMITY ANALYSIS

Variables	1	2	3	4	5	6	7	8	9	10	11	12
V 6.1	.0											
V 6.2	77.0	.0										
V 6.3	92.0	101.0	.0									
V 6.4	144.0	165.0	90.0	.0								
V 6.5	153.0	120.0	139.0	173.0	.0							
V 6.6	123.0	114.0	107.0	135.0	104.0	.0						
V 6.7	300.0	183.0	182.0	174.0	303.0	267.0	.0					
V 6.8	160.0	131.0	50.0	114.0	157.0	113.0	164.0	.0				
V 6.9	87.0	158.0	41.0	103.0	160.0	150.0	261.0	71.0	.0			
V 6.10	87.0	72.0	83.0	147.0	74.0	54.0	265.0	97.0	122.0	.0		
V 6.11	211.0	150.0	129.0	221.0	124.0	60.0	325.0	135.0	198.0	80.0	.0	
V 6.12	189.0	126.0	167.0	283.0	78.0	100.0	333.0	143.0	232.0	70.0	102.0	.0

It is seen from the table 11 that the variable “Encourage our people to generate and implement their own ideas” has the proximity value of 54.0 which is closely associated and “Are interested in the longer term development and progress of their team members” which has the value of 0.333 is furthest variable. The test indicated that the proximity analysis is significant.

F. Hierarchical Cluster Analysis

Further to the factor analysis, the factors assigned for Employees Capability were tested through hierarchical cluster analysis using average linkage which is shown in fig. 1.

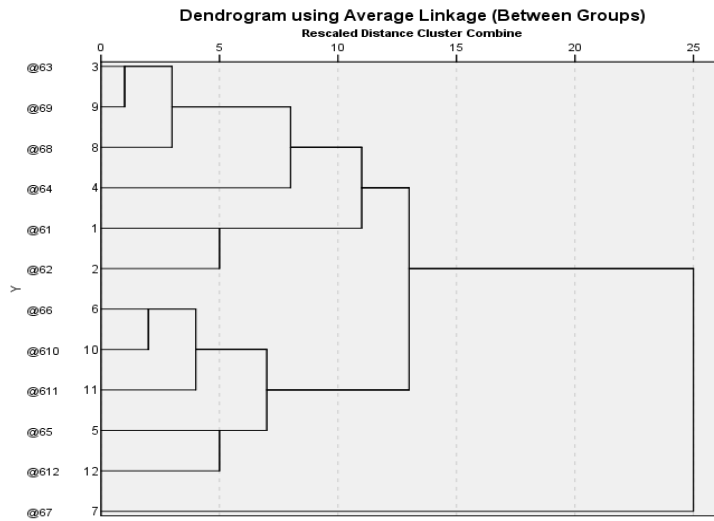


Fig. 1 Cluster analysis on Employees Capability

It is seen from fig. 1 that there exist three clusters. Cluster one has the variables “Take careful decisions backed by evidence”, “Employees are effective communicators”, “Inspire people to be to the organization”, “Employees perform well to support their superiors” and “Able to create collaborative behaviours within a team”. The second cluster consists of “Are well connected outside the organization (e.g. Employees networks)”, “Have a combination of technical, cognitive and interpersonal skills that enables them to effectively coordinate and organize their teams”, “Encourage our people to generate and implement their own ideas”, “Encourage their staff to take responsibility for the team’s performance”, “Are interested in the longer term development and progress of their team members” and “Exhibit consideration and sensitivity in dealing with people and avoid giving offence”. The third cluster has only one variable which is “Bring out the best in our people”.

G. How the Future employees Expected to be

Five different variables were identified to get the respondents opinion on how the future employees are expected to be. The mean, standard deviation and the rank drawn based on the five point scale were shown in table 12.

TABLE XII FUTURE EMPLOYEES

S.No.	Description	Strongly Disagree		Disagree		No opinion		Agree		Strongly agree		Mean	Std	Rank
		Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage			
1	Be creative	5	4.4%	18	15.8%	0	.0%	10	8.8%	81	71.1%	4.26	1.297	1
2	Use competencies	5	4.4%	19	16.7%	9	7.9%	21	18.4%	60	52.6%	3.98	1.297	4
3	Learn from what they do	14	12.3%	0	.0%	14	12.3%	24	21.1%	62	54.4%	4.05	1.336	3
4	Demonstrate initiative	9	7.9%	5	4.4%	5	4.4%	37	32.5%	58	50.9%	4.14	1.196	2
5	Develop confidence in their ability	5	4.4%	18	15.8%	39	34.2%	18	15.8%	34	29.8%	3.51	1.199	5

Most of the respondents opinion are in agree and strongly agree in nature which indicates that the future employees are expected to be more creative, competent, updated on their work, demonstrative in nature and should be confident enough to meet the organisations needs. Based on the rank, the respondents are in the opinion that they should be creative in nature.

Further, detailed analysis were done based on the gender of the respondents and the nature of the retail outlet they are employed. The mean and the standard deviation value with the ranks were shown in table 13 and 14.

TABLE XIII FUTURE EMPLOYEES VS GENDER

S.No	Description	Male			Female		
		Mean	Std	Rank	Mean	Std.	Rank
1	Be creative	4.79	.570	1	3.99	1.475	2
2	Use competencies	4.64	.628	2	3.64	1.420	4

3	Learn from what they do	4.36	.743	3	3.89	1.538	3
4	Demonstrate initiative	4.36	.743	3	4.03	1.365	1
5	Develop confidence in their ability	3.87	1.218	5	3.32	1.153	5

TABLE XIV FUTURE EMPLOYEES VS NATURE OF THE RETAIL OUTLET

S.No	Description	MBO			EBO		
		Mean	Std.	Rank	Mean 1	Std.	Rank
1	Be creative	4.40	1.155	1	4.06	1.466	3
2	Use competencies	3.90	1.245	4	4.11	1.371	2
3	Learn from what they do	4.15	1.222	2	3.91	1.487	4
4	Demonstrate initiative	4.03	1.314	3	4.30	.998	1
5	Develop confidence in their ability	3.67	1.186	5	3.28	1.192	5

The preference on the opinion of the respondents on the order of preference on genderwise differs from male to female and the same could be even seen from the nature of the outlet they are employed. However the least preference is same on the nature of outlet.

H. Barriers

The 7 identified variables on the barriers are shown in table 15 and the ranks are assigned based on the mean and standard deviations were shown in table 15, 16 and 17.

TABLE XV BARRIERS

S. No	Description	Strongly Disagree		Disagree		No opinion		Agree		Strongly agree		Mean	Std	Rank
1	Skill training	15	13.2%	13	11.4%	21	18.4%	56	49.1%	9	7.9%	3.27	1.177	6
2	Product Knowledge	10	8.8%	10	8.8%	27	23.7%	15	13.2%	52	45.6%	3.78	1.342	2
3	Mobility	5	4.4%	12	10.5%	15	13.2%	68	59.6%	14	12.3%	3.65	.977	4
4	Communication	0	.0%	15	13.2%	26	22.8%	56	49.1%	17	14.9%	3.66	.891	3
5	Coordination	24	21.1%	7	6.1%	32	28.1%	29	25.4%	22	19.3%	3.16	1.386	7
6	Information sharing	11	9.6%	9	7.9%	44	38.6%	15	13.2%	35	30.7%	3.47	1.271	5
7	Cultural barriers	0	.0%	5	4.4%	21	18.4%	74	64.9%	14	12.3%	3.85	.681	1

TABLE XVI BARRIERS VS GENDER

S.No	Description	Male			Female		
		Mean	Std.	Rank	Mean	Std.	Rank
1	Skill training	3.10	.852	6	3.36	1.311	6
2	Product Knowledge	3.72	.972	3	3.81	1.504	3
3	Mobility	3.74	.677	2	3.60	1.103	5
4	Communication	3.77	.427	1	3.60	1.053	4
5	Coordination	3.18	1.374	5	3.15	1.402	7
6	Information sharing	2.82	1.167	7	3.81	1.193	2
7	Cultural barriers	3.51	.721	4	4.03	.592	1

TABLE XVII BARRIERS VS NATURE OF RETAIL OUTLET

S.No	Description	MBO			EBO		
		Mean	Std.	Rank	Mean 1	Std.	Rank
1	Skill training	3.19	1.222	6	3.38	1.114	6
2	Product Knowledge	3.55	1.294	3	4.11	1.355	1
3	Mobility	3.61	.984	2	3.70	.976	4

4	Communication	3.43	.891	4	3.98	.794	2
5	Coordination	3.09	1.433	7	3.26	1.326	7
6	Information sharing	3.40	1.169	5	3.57	1.410	5
7	Cultural barriers	3.85	.584	1	3.85	.807	3

It is interesting to note from table 15 and 16 that the cultural barriers had been given first preference by the female employees whereas communication was given as the first preference by the male employees. However, the order of preference of the respondents employed in MBO and EBO differs for the first three ranks and the least preference is given for “skill training” and “coordination”. (Table 17)

VI. FINDINGS

The major findings of the study are

- In India the fashion retail outlet can be grouped in to Multi Brand Outlet (MBO) and Exclusive Brand Outlet (EBO). This study presents the skill enrichment among the employees in these organized Fashion Textile outlets.
- The skills were ascertained based on views on work environment, employees capabilities, skills required for future employees and barriers in enriching the skill among the employees of fashion retail outlets.
- 150 questionnaires were distributed to 15 employees of each 5 MBOs and 5 EBOs all types of clothing of select organized Textile Retail Outlets in Chennai irrespective of their designation were distributed of which 114 were responded. The response rate is 76%.
- The reliability test using Cronbachs alpha (α) indicates that all the variables thus taken up for the study were good and the value of the variables ranges between 0.864 and 0.943.
- About the views on work environment, ‘I believe in and take pride in my work and work place’, ‘Recommend the organization as a good place to work’ and ‘I feel accepted and valued by my colleagues’ are given predominance by the respondents.
- Their exist differences on the views of workplace between genders and as well as MBO and EBO retail outlet employees.
- In regard to employee capability ‘Encourage their staff to take responsibility for the team’s performance’, ‘Are well connected outside the organization’ and ‘Are interested in the longer term development and progress of their team members’ are the first three preferences among the twelve variables taken up for the study.
- The study shows that there is no unique opinion between genders and nature of the retail outlet on employees capability.
- The proximity matrix technique has been employed to find out the closely related variables and distant variables.
- The hierarchical cluster analysis indicates three clusters. Factor analysis has also been employed to identify the number of components. There exist three factors whose, Eigen value is more than 1
- The study indicates that the future skill required for organised fashion retail outlet were ‘Be creative’, ‘Demonstrate initiative’ and ‘learn from what they do’.
- Similarly the barriers that are specified by these employees were ‘Cultural barriers’, ‘Product Knowledge’ and ‘Communication’ among the seven barriers identified.

VII. CONCLUSION

Performance is to a large extent built on skills. Refining traditional retail skills, such as customer service, while building new skills to meet ever growing customer demands, is an issue for all retailers that cannot be addressed with simple training programs. Organised retailing factored into the changes in employment opportunities as well as skill requirements. Aspiring employees of organised retail sector are apparently need skills and basic educational qualifications to gain entry into the Industry, capacity to acquire training, perform to move up in the career ladder and ability to retain the growth. Employers of fashion retail outlet are looking for people for the jobs with different set of factors like, communication skills, leadership skills, team work skills and work in the available environment, experience besides academic qualifications. Thus the study provides ways of enriching skill, the barriers in enriching the skill and different types of skills required for future employees of organized fashion retail outlets of textile and clothing in Chennai.

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