

Employability Skill Gap Analysis Among the Management Graduates and Services Sector Employers in Manipur

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Abstract:

This study explores the gap in employability skills between management students and employers in the service sector, focusing on select service firms in Imphal. The research aims to identify discrepancies between the skills management students acquire during their academic journey and the skills employers demand when hiring graduates in the service industry.

Through a comprehensive analysis, this case study highlights the critical employability skills needed by the service sector, including communication, problem-solving, teamwork, adaptability, and industry-specific knowledge. The study draws on primary data collected from both management students and employers in the service sector, offering insights into the areas of alignment and mismatch in terms of skill expectations and readiness for employment.

The findings suggest that while management students possess foundational knowledge, gaps exist in their practical skills, industry exposure, and readiness to meet the dynamic demands of the service sector. Employers emphasize the need for students to develop more hands-on experience, advanced problem-solving abilities, and soft skills that are essential for thriving in the workplace.

The study concludes with the current and future needs of employability skills of management students in entering the service sector in Imphal, ultimately improving employability outcomes for graduates.

Keywords: employability, gap analysis, skill expectations, management, service sector, Imphal

1. INTRODUCTION

The Indian service sector has emerged as a pivotal driver of economic growth, creating a substantial demand for skilled management professionals. The service sector has emerged as the backbone of the Indian economy, contributing significantly to GDP growth and employment generation. Concurrently, the landscape of management education has expanded, producing a substantial pool of graduates to cater to the industry's demands. However, an impeccable intersection between the competencies imparted by management education and the practical exigencies of the service industry has hindered optimal human

resource utilization.

Imphal, as a burgeoning regional hub, offers a unique context to study this phenomenon. By examining the specific skill requirements of employers in the Imphal service industry and contrasting them with the skill profiles of management students, this research aims to identify critical skill deficiencies and areas of surplus. Such an analysis will provide invaluable insights into the skill sets that are most in demand, the extent to which management education is aligned with industry needs, and the specific areas where curriculum and training programs require enhancement. The mismatch between academia and industry is a global phenomenon, often attributed to factors such as outdated curricula, inadequate practical exposure, and a lack of industry-academic collaboration. In the Indian context, the service sector, characterized by its dynamic nature and rapid evolution, has exacerbated this challenge. While management institutes strive to equip students with relevant knowledge and skills, the pace of change in the industry often outstrips the curriculum's ability to adapt. As a result, graduates often find themselves ill-prepared to address the complexities and challenges of the contemporary service environment. Imphal, as a burgeoning economic hub, offers a unique opportunity to study this phenomenon. The city's growing service sector, encompassing sectors such as IT, hospitality, retail, and finance, presents a diverse range of employment opportunities for management graduates. However, there is a paucity of research specifically examining the skill gap in this context. Understanding the specific skill requirements of employers in Imphal and comparing them with the skill profiles of management students can provide valuable insights into the challenges faced by both graduates and organizations.

This research is grounded in the premise that a comprehensive understanding of the skill gap is essential for bridging the divide between academia and industry. By identifying the specific skills that employers prioritize, educational institutions can refine their curricula and pedagogy to better prepare students for the workforce. Moreover, the study will contribute to the development of targeted skill development programs and internships that can enhance the employability of management graduates.

The research will adopt a mixed-methods approach, combining quantitative and qualitative research techniques to gather data from both employers and management students. Surveys, interviews, and focus group discussions will be employed to collect information on the desired skill sets, perceived skill gaps, and the impact of these gaps on organizational performance and graduate employability.

By shedding light on the skill gap in the Imphal service sector, this research aims to contribute to the ongoing discourse on employability enhancement. The findings of the study are expected to be of interest to policy makers, academic institutions, industry stakeholders, and career counselors. Ultimately, the research seeks to inform strategies that can foster a more effective alignment between management education and industry needs, leading to improved graduate outcomes and organizational success.

1.1 Statement of the Problem

A significant discrepancy exists between the skills and attributes employers seek in graduates and the qualifications actually possessed by jobseekers. Despite India's potential to be a global talent hub, a substantial skills gap, particularly among management students, is hindering the country's economic growth.

Research indicates a severe mismatch between academic programs and industry demands. A world marked by rapid technological changes is also fast transforming the skills required in jobs, making it difficult for employers to find suitable talent. Eight of every 10 employers, among the 3,150 surveyed, have reported difficulty in finding the right talent to fill job roles in India. The finding is part of the Manpower Group Employment Outlook Survey 2023.

1.2 Aims of the Study:

- a) The goal of this study is to attempt to answer the following questions:
- b) What are the most important student's employability skills as perceived by employers need during entering the service sector?
- c) What are the most important student's employability skills as perceived by students need during entering the service sector?
- d) Is there any significant difference between the employability skills possessed by students and the skills needed by graduates during entering the service sector from the graduates' perspectives
- e) Is there any significant difference between the perception on employability skills demanded by employers and the perception on employability skills by students during entering the service sector?
- f) Is there any significant difference between the employability skills demanded by employers and the skills possessed by students during entering the service sector?

1.3 Objectives of the Study:

1. To investigate the key employability skills valued by employers and possessed by the graduates in the service sector.
2. To assess the gap between the employability skills valued by the employers and possessed by the graduates and between the expectations and the employability skills management graduates currently possess.
3. To exhibit the important employability skills valued by the employers for management students aiming to enter the service sector

2. LITERATURE REVIEW

The area of the gap analysis of employability skills of students and employers has drawn the attention of various authors across different fields. Employability of an individual depends upon assets in terms of knowledge, skills and attitudes; the way these assets are used and deployed; the presentation of 12 assets to potential employers, and context within which the individual works for example labour market and personal circumstances (Hillage and Pollard, 1999). Moreover, the University of Exeter views "employability as the establishment of clear mechanism by which students can develop their abilities to use and deploy a wide range of skills and opportunities to enhance their own academic learning and enable them to become more employable" (Lee, 2002).

Employers today are looking for graduates not only with specific skills and knowledge but with the ability to be proactive enough to see and respond to problems. These 'soft skills' (also known as employability skills) are foundation skills that apply across the board, no matter what job the employee is performing (Lawrence, 2002). Baxter and Young (1982) have indicated that employers need entry level workers who are dependable and trustworthy, have basic communication, thinking and problem-solving skills, and have the desire to learn and advance the ability to work as part of a team, and possess a proper attitude. These skills have been defined as those needed by today's students in a report published by the US Department of Labor (2000). The report states that graduates must master employability skills, also called foundation skills, and competencies in order to find meaningful work. Foundation skills are basic skills, thinking skills, and personal qualities, while competencies include resource, interpersonal, information, systems, and technology competencies.

Skill shortfalls were most common in communication, teamwork, other technical and practical skills, customer handling, and problem solving and least common in numeracy and literacy (Hillage and

Pollard, 1998). Employability skills are skills that are basic and generic in nature, but very valuable in assisting every person entering the work force. Some people refer to employability skills as “core skills,” “key skills,” transferable skills, “general skills,” “non- technical skills,” and/or “soft skills” (Hofstrand, 1996).

The main aim of this study is to identify those important employability skills possessed by students from management institutions which are required by service sector employers in Imphal. What are the major skills required by employers? Are students equipped with those skills? Since there is a growing concern about the employability skills of students, this study takes on the challenge to investigate the 15 employability skills possessed by graduating students in management institutions. It is also in the interest of this research to study on the employability skills needed by the employers from the students during entering the service sector to find a job.

3. RESEARCH METHODOLOGY

3.1 Theoretical Model

The Theoretical Framework that be used in this study is as below:



Figure1: Magic Bullet Model of Employability (Sources: Harvey (2002), employability and diversity)

According to Figure 1, higher learning institution plays the big roles in building the employability skills through the curricular and co-curricular. First Year’ students (2 semesters) are compulsory to participate in co-curricular activities such as clubs, workshops, association or event. This entire alternative is to provide employability development opportunities to the students during their study session. Then, after the students graduating, how well the student be marketable in-service sector because the student that been employed is the students that have the employability skills from the perception of the employers.

Therefore, in this research, it will provide information about (i) the most important graduates employability skills as perceived by employers as in Imphal cases (ii) information about the most important management student’s employability skills as perceived by management students and (iii) To examine the employability skills possessed by management students during they enter the service sector after completing their studies.

The graduate’s employability skills that were surveyed are as the following:

- a) Problem Solving and Adaptability Skills

- b) HumanSkills
- c) EnglishLanguageProficiencyandLiteracy
- d) Information,CommunicationandTechnologySkill
- e) PersonalOrganizationandTimeManagementSkills
- f) LeadershipSkills
- g) CommunicationSkills

3.2 Hypothesis of the Study

The study's Hypotheses are:

Proposition 1: There is a difference in the ranking of employability skills needed by management students during entering service sector from employer perspectives and management students' perspectives.

Proposition 2: There is a difference in the ranking of employability skills needed by graduates during entering service sector by the Employers perception and the employability skills possess by graduates after graduates and during entering service sector.

Proposition 3: There are differences between the level of skills possess by management students and the level needs during entering the service sector from management students' perspectives

3.3 Measurement of the Study:

This study was conducted using 2 types of questionnaires, which are (i) questionnaire to employer and (ii) questionnaire to students. An e-mail and follow up by call to companies all over Manipur from industries that will cover background so find industries consist of financial services, tourism, business services, electric and electronics, whole sale and retails, education, healthcare, communication content and infrastructure, agriculture, mining and quarrying and construction. Questionnaire for employer is to determine the most students' employability skills needed in labour market perceived by employers. Meanwhile for the graduates, the internet survey using social media to 100 management students selected randomly across Manipur through the data based under management institutions. Questionnaire for graduates is to determine the most students' employability skills needed in Service sector perceived by graduates and explore on the skills possessed by the students to see whether the skills offered by the employees fit the demanded skills by the employers or not.

The analyses used in the study area are follows:

- To address Propositions 1 and 2, the study employed SPSS using the Compare Means method to analyze the means and determine the ranking of employability skills.
- For Proposition 3, a Paired Sample Comparison of them means conducted using SPSS to investigate the gap between the various skill variables of the two groups.

3.4 Population and Sampling

The population in this study was individual that was management students of any public and private institutions and individuals from industries.

Here, the stratified sampling been used to determine the sample. The population that contains of public universities and private universities. From the list, Researcher choose the sub sample that come from these two (2) categories that were public universities and private universities and send the questionnaire directly to the respondents through google form to get the feedbacks.

Meanwhile for the employers that are individual from industries, researcher used the same sampling method that is stratified sampling. Researchers try to search the email or contact number of the companies and send them the questionnaire. Researcher choose the respondents randomly from the list

however, the population have divided into certain group according to the industries sectors to avoid the same sample size that come from 13 background of industries.

This study conducted using the typical sample sizes uses in Market Research, that is for Regional or Special Research more than one (100) respondents can be categories as many (Seymour Sudman, 1976, Applied Sampling, pg.87)

3.5 Data Collection

This study will use primary data collection to gather the information needed through survey. There are two different sets of questionnaires distributed to employers and management students by Google form through social media method as the medium. A five-point Likert scale was employed and the respondents were required to state the extent to which they strongly agreed by giving a score of ‘5’ or strongly disagreed by giving a score of ‘1’ for each statement in the questionnaire.

4. Data Analysis and Interpretation

4.1 Descriptive Statistic for Employers (employers as respondents):

This study has distributed the questionnaire to employers in Imphal to investigate the employer’s perception on the graduate’s employability skills. The descriptive statistics for the employer are as the following:

Table1: Gender

Gender		Frequency	Percent	ValidPercent	Cumulative Percent
Valid	Male	4	80.0	80.0	80.0
	Female	1	20.0	20.0	100.0
	Total	5	100.0	100.0	

Table shows that the total respondents of this study were 5 people. 80% of the respondents were Male and 20% were Female.

Table2: Type of Service Industry

Type of Service Industry		Frequency	Percent	ValidPercent	CumulativePercent
Valid	Healthcare	3	60.0	60.0	60.0
	Education	1	20.0	20.0	80.0
	Logistics	1	20.0	20.0	100.0
	Total	5	100.0	100.0	

From the total respondent, 60% of the respondents belong to the Health care Industry, followed by 20% to Education Industry and another 20% belonging to Logistics Industry.

4.2 Descriptive Statistic for Management Students (management students as respondents):

This study has distributed the questionnaire to management students from Imphal to investigate the students’ perception on the management student’s employability skills. The descriptive statistics for the management students are as the following:

Table3: Gender

Gender		Frequency	Percent	ValidPercent	CumulativePercent
Valid	Male	59	59.0	59.0	59.0
	Female	41	41.0	41.0	100.0
	Total	100	100.0	100.0	

The above table shown that from 100 management students’ respondent, there is 59 male with 59% and 41 female with 41% from the total numbers

Desired type of Employment in service sector					
		Frequency	Percent	ValidPercent	CumulativePercent
Valid	Healthcare	12	12.0	12.0	12.0
	Insurance	4	4.0	4.0	16.0
	Design	6	6.0	6.0	22.0
	FinancialServices	13	13.0	13.0	35.0
	Education	11	11.0	11.0	46.0
	Consulting	6	6.0	6.0	52.0
	Banking	18	18.0	18.0	70.0
	Travel&Tourism	10	10.0	10.0	80.0
	Hospitality	3	3.0	3.0	83.0
	SocialService	4	4.0	4.0	87.0
	InformationTechnology	3	3.0	3.0	90.0
Logistics	4	4.0	4.0	94.0	

Table4: Desired type of employment in service sector

Table 4, summarizes respondents' preferences for employment in various service sectors. The most desired sectors are Banking (18%), Financial Services (13%), and Healthcare (12%). Education (11%) and Travel & Tourism (10%) also show strong interest. Lower preferences are seen for Consulting, Design, Logistics, Insurance, and Social Services (4%). Information Technology and Hospitality are the least preferred sectors, each attracting only 3% of respondents. This highlights a higher demand for finance-related and healthcare jobs.

Analysis of Hypothesis

Proposition1

There is a difference in the ranking of employability skills needed by management students during entering service sector from employer perspectives and management students’ perspectives.

In identifying whether there is no difference or have difference in the ranking of employability skills needed by management students during entering service sector from the employer perspectives and management students’ perspective, this study using SPSS–Compare Means Methods.

Table No-5 Employability Skills Needed by management students during entering service sector from Employer Perspectives.

	N	Minimum	Maximum	Mean
ICTS	5	3.00	5.00	4.2400
HS	5	3.20	5.00	4.3000
CS	5	3.67	5.00	4.4000
PSAS	5	3.61	5.00	4.4222
ELPL	5	3.50	5.00	4.5000
POTMS	5	3.71	5.00	4.5143
LS	5	3.60	5.00	4.5600
ValidN (listwise)	5			

From the above table, it is shown that the most important management student’s employability skills as perceived by employers by using Compared Mean (Average Ratings) and Ranks is Leadership Skills with the highest mean score that is 4.56.

The ranks of importance of the employability skills as perceived by employer’s areas the following:

1. Leadership Skills (LS): Mean 4.56.
2. Personal Organization and Time Management Skills (POTMS):Mean 4.51
3. English Language Proficiency and Literacy (ELPL): Mean 4.5.
4. Problem Solving and Adaptability Skills (PSAS): Mean 4.42.
5. Communication Skills (CS): Mean 4.4.
6. Human Skills (HS): Mean 4.3.
7. Information, Communication and Technology Skills (ICTS): Mean 4.24

Table No-6 Employability Skills needed by graduates during entering service sector from Management Students Perspectives.

	N	Minimum	Maximum	Mean
LS	100	1.00	5.00	3.7980
POTMS	100	1.00	5.00	3.8086
HS	100	1.00	5.00	3.8490
ICTS	100	1.60	5.00	3.8740
PSAS	100	1.61	5.00	3.8822
CS	100	1.00	5.00	3.9200
ELPL	100	1.00	5.00	4.1033
ValidN (listwise)	100			

From the above table, it is shown that most important management student’s employability skills as perceived by management students by using Compared Mean (Average Ratings) and Ranks is English Language Proficiency and Literacy with the highest mean score that is 4.1.

The ranks of importance of the employability skills as perceived by management areas the following:

1. English Language Proficiency and Literacy (ELPL):Mean4.1.
2. Communication Skills (CS): Mean 3.92.
3. Problem Solving and Adaptability Skills (PSAS):Mean3.88.
4. Information, Communication and Technology Skills (ICTS):Mean3.87.
5. Human Skills (HS): Mean 3.84.
6. Personal Organization and Time Management Skills(POTMS):Mean3.8
7. Leadership Skills (LS):Mean3.79.

Table No-7: Summary of the Differences on Ranks and Mean Score (Ratings) of Employability Skills Needed by graduates during entering service sector from Employers Perspectives and Management Students Perspectives

EMPLOYABILITY SKILLS/ RESPONDENTS		PSAS	HS	ELPL	ICTS	POT MS	LS	CS
Employer	RANK	4	6	3	7	2	1	5
	MEAN SCORE	4.42	4.3	4.5	4.24	4.51	4.56	4.4
Management Students	RANK	3	5	1	4	6	7	2
	MEAN SCORE	3.88	3.84	4.1	3.87	3.8	3.79	3.92

Note:

- PSAS =Problem Solving and Adaptability Skills
- HS = Human Skills
- ELPL =English Language Proficiency and Literacy
- ICTS =Information Communication and Technology Skills
- POTMS =Personal Organization and Time Management Skills LS= Leadership Skills
- CS =Communication Skills

From Table 7, it illustrates that there is a difference in the ranking of employability skills needed by management students during entering service sector from employer perspectives and management students’ perspective. This is because there are few differences in Rank of Employability Skills Needed by Management Students Perspectives.

Table 8: Employability Skills Possess by Management Students during entering service sector from Management Students Perspectives

	N	Minimum	Maximum	Mean
ICTS	100	2.00	5.00	3.5860
POTMS	100	1.14	5.00	3.6257
CS	100	1.00	5.00	3.6301
PSAS	100	1.72	4.89	3.6639
LS	100	1.00	5.00	3.6920
HS	100	1.10	5.00	3.7420
ELPLS	100	1.00	5.00	3.8967
ValidN (listwise)	100			

Table 8 above; demonstrate about the employability skills possess by management students from management students' perspective through the distributed questionnaire to management students. The purpose of this section is to investigate the employability skills that graduates have after they graduated from their institution and during entering the service sector from the management students' perspectives. According to the Magic Bullet Model of Employability (Harvey, 2002, employability and diversity), management students have opportunities to develop employability skills while enrolled in their academic institutions. These opportunities arise through courses such as soft skills subjects, practical training, and compulsory co-curricular activities during their first year. Additionally, students enhance their employability through involvement in associations, student representative roles, clubs, and uniformed bodies.

Here, as shown in the above table, English Proficiency and Literacy Skills (Mean: 3.89) aligns with management students' perceptions of the key employability skills required when entering the service sector. Management Students view English language proficiency and literacy as the most important skills for securing a job in service sector, with a mean score of 3.89. However, from the employers' perspective, these skills are considered the third most important. Employers rank leadership skills as the top priority for employability in the service sector. Despite being ranked third, the difference in average ratings for English proficiency and literacy is not high, with a mean score of 4.5.

Proposition 2

There is a difference in the ranking of employability skills needed by management students during entering service sector by the Employers perception and the employability skills possess by management students after graduates and during entering service sector.

Table 9: Summary of the Differences on Ranking and Mean Score (Average Ratings) of Employability Skills Needed by management students during entering service sector from Employers Perspectives and Management Students Perspectives and the employability skills possess by management students after graduates and during entering service sector.

EMPLOYABILITY SKILLS/ RESPONDENTS						POT MS	
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		PSAS	HS	ELPL	ICTS		LS	CS
Employer	RANK	4	6	3	7	2	1	5
	MEAN SCORE	4.42	4.3	4.5	4.24	4.51	4.56	4.4
Management Students	RANK	4	2	1	7	6	3	5
	MEAN SCORE	3.66	3.84	3.89	3.58	3.62	3.69	3.63

Note:

PSAS = Problem Solving and Adaptability Skills

HS = Human Skills

ELPL = English Language Proficiency and Literacy

ICTS = Information Communication and Technology Skills

POTMS = Personal Organization and Time Management Skills LS = Leadership Skills

CS = Communication Skills

There is a difference in the ranking of employability skills needed by graduates during entering service sector by the Employers perception and the employability skills possess by graduates after graduates and during entering service sector.

Table 9 shows Employers rank leadership skills (1st), followed by Personal Organization and Time Management Skills (2nd), and English Language Proficiency and Literacy (3rd). They place ICT skills and Human Skills lower, at 7th and 6th, respectively. Meanwhile Management Students prioritize English Language Proficiency and Literacy (1s), followed by Human Skills (2nd) and Leadership Skills (3rd). They rank ICT Skills the lowest (7th). Both employers and management students rank problem-solving and analytical skills (PSAS) 4th and ICT skills in the 7th position, showing a consensus that these are less crucial compared to other skills.

Therefore, employers expect graduates to possess strong Leadership Skills, which include giving direction and guidance to others, the ability to lead people, able to delegate work to peers, able to motivate others to work for a common goal and willing to take ownership and responsibility for the job. On the other hand, management students prioritize English Language Proficiency and Literacy as their most important employability skill. This emphasis stems from the fact that, English has been enforced as the medium of instruction in higher education system, including private universities, and certain public universities. As a result, students are naturally accustomed to practicing and developing their English language proficiency through their academic curriculum.

Proposition 3

There are differences between the level of skills possesses by management students and the level of

skills needs during entering the service sector from management students’ perspectives.

Table10: Level of Skills Possessed by management students and level needs by managementStudent from the management students’ perspectives during entering the service sector.

PairedSamplesStatistics		Mean	N	Std. Deviation	Std.ErrorMean
Pair1	PS	3.6639	100	.70651	.07065
	PSI	3.8822	100	.67417	.06742
Pair2	HS	3.7420	100	.80103	.08010
	HSI	3.8490	100	.80384	.08038
Pair3	ELPLS	3.8967	100	.96481	.09648
	ELPLSI	4.1033	100	.81194	.08119
Pair4	ICTS	3.5860	100	.89047	.08905
	ICTSI	3.8740	100	.83444	.08344
Pair5	POTMS	3.6257	100	.77950	.07795
	POTMSI	3.8086	100	.86819	.08682
Pair6	LS	3.6920	100	.85205	.08521
	LSI	3.7980	100	.81377	.08138
Pair7	CS	3.6267	100	.92147	.09215
	CSI	3.9200	100	.94176	.09418

Note:

- PSAS =Problem Solving and Adaptability Skills Possessed by Management Students
- PSASI = Problem Solving and Adaptability Skills Need by Management Students
- HS =Human Skills Need by Management Students
- HSI =Human Skills Possessed by Management Students
- ELPL = English Language Proficiency and Literacy Need by Management Students
- ELPLI = English Language Proficiency and Literacy Possessed by Management Students
- ICTS =InformationCommunicationandTechnologySkillsNeedbyManagementStudents
- ICTSI = Information Communication and Technology Skills Possessed by Management Students
- POTMS=PersonalOrganizationandTimeManagementSkillsNeedbyManagementStudents
- POTMSI = Personal Organization and Time Management Skills Possessed by Management Students
- LS =Leadership Skills Need by Management Students
- LSI =Leadership Skills Possessed by Management Students
- CS =Communication Skills Need by Management Students
- CSI =CommunicationSkillsPossessedbyManagementStudents

Management students with the skills required when entering the service sector.

1. Pair1: PS vs. PSI
2. Mean:PS (3.6639) islower than PSI(3.8822).

3. Pair2: HS vs. HSI
4. Mean:HS(3.7420) is lower than HSI(3.8490).
5. Pair3: ELPLS vs. ELPLSI
6. Mean:(3.8967) is lower than ELPLSI(4.1033).
7. Pair4: ICTS vs. ICTSI
8. Mean: ICTS(3.5860) is lower than ICTSI(3.8740).
9. Pair5: POTMS vs. POTMSI
10. Mean: POTMS(3.6257) is lower than POTMSI(3.8086).
11. Pair6: LS vs. LSI
12. Mean: LS(3.6920) is lower than LSI(3.7980).
13. Pair7: CS vs. CSI
14. Mean: CS (3.6267) is lower than CSI(3.9200).

In all pairs, the Skills Need by Management Students measures received higher average ratings compared to their original counterparts. This suggests that the Skills Need by Management Students were successful in improving the perceived value or effectiveness of the constructs being measured. The consistent pattern across all pairs indicates a significant trend towards favorability in the Skills Need by Management Students, which may warrant further analysis to understand the underlying reasons.

The overall summary shows that there is no significant difference between the employability skills management students possess and the skills required when entering the service sector, according to the management students' perspectives. This implies that the management students feel they have the necessary skills expected of them when they enter the service sector.

5. Findings of the Study

The ranks of the various employability skills as perceived by employers, with Rank I being the most important are as follows:

- 1) Leadership Skills (LS): Mean 4.56.
- 2) Personal Organization and Time Management Skills (POTMS): Mean 4.51.
- 3) English Language Proficiency and Literacy (ELPL): Mean 4.5.
- 4) Problem Solving and Adaptability Skills (PSAS): Mean 4.42.
- 5) Communication Skills (CS): Mean 4.4.
- 6) Human Skills (HS): Mean 4.3.
- 7) Information, Communication and Technology Skills (ICTS): Mean 4.24.

The ranks of the various employability skills as possessed by management students, with Rank I being the most important are as follows:

- a. English Language Proficiency and Literacy (ELPL): Mean 3.89.
- b. Human Skills (HS): Mean 3.74.
- c. Leadership Skills (LS): Mean 3.69.
- d. Personal Organization and Time Management Skills (POTMS): Mean 3.66.
- e. Communication Skills (CS): Mean 3.63.
- f. Problem Solving and Adaptability Skills (PSAS): Mean 3.62.
- g. Information, Communication and Technology Skills (ICTS): Mean 3.58.

5.1 There is a significant difference in the ranking of employability skills needed by management students during entering service sector from employer perspectives and management students'

perspective. Also, there is a difference in the ranking of employability skills needed by graduates during entering service sector by the Employers perception and the employability skills possess by graduates after graduates and during entering service sector.

5.2 There is no significant difference between the employability skills management students possess and the skills required when entering the service sector, according to the management students' perspectives.

5.3 Leadership Skills is the most important skill needed by employer by the graduates entering the service sector.

5.4 Personal Organization and Time Management Skills and English Language Proficiency and Literacy is among the important employability skills need by employer during the management students entering the service sector.

5.5 However, in Imphal case study, the employability skills that management students possessed were English Language Proficiency and Literacy, Human Skills and Leadership Skills.

5.6 The management students do not possess Leadership Skills as their top employability skills, but this is the up most skills needed by the employers.

5.7 Personal Organization and Time Management Skills were in the bottom ranks and lowest mean score. Though, these employability skills were needed to possess by a graduate after they complete their studies.

6. Conclusion

This study aimed to identify the employability skills required by management students when entering the service sector from the employers' perspective. Additionally, it sought to explore the skills needed by management students as they transition into the service sector, considering that all selected respondents have prior experience in the service sector after graduation. The study also examined the employability skills management students acquire during their time as students, through activities such as co-curricular involvement, practical training, participation in associations, and other engagements.

7. References

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