

SYNCHRONISING THE NEED OF EMPLOYEE AND APPAREL INDUSTRY TO INCREASE THE EMPLOYEE RETENTION

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ABSTRACT

Employee Turnover is one of the most critical challenges faced by the Apparel industry in India. Employees are the assets of any organization. High employee turnover rates may negatively impact the efforts to attain organizational goals. Also, when an employee separates from the organization, this effects the innovation, efficiency, consistency in providing service to stakeholders and timely delivery of services to customers may be negatively affected. The Indian Apparel industry is striving to retain their talents by implementing various retention strategies. High labour Turnover has a direct impact on productivity and sustainability of the organization. Every organisation is investing a lot in recruitment & training of staff and worker. The huge labour turnover is pushing the industry on back foot in implementation to various industrial engineering tools. The success of the manufacturing organisation is directly proportional to its ability to retain skilled and honest employees.

The management in apparel industry is under tremendous pressure to minimise the absenteeism and turnover. The paper will focus on identifying the factors responsible for employee engagement specifically at operative level in apparel sector and suggesting strategies to minimise the employee turnover in the Northern India apparel industry.

Keywords: Employee Turnover, Retention, Apparel Industry, Manpower Involvement.

INTRODUCTION:

The textile and apparel industry is one of the leading segments of the Indian economy and the largest source of foreign exchange earnings for India. This industry accounts for 4 percent of the gross domestic product (GDP), 20 percent of industrial output, and slightly more than 30 percent of export earnings. The textile and apparel industry employs about 38 million people, making it the largest source of industrial employment in India.

The garments industry in India is an extremely unorganized sector. Garment manufacturers, exporters, suppliers, stockists and wholesalers are the gateway to an extremely enterprising clothing and apparel industry in India. There are numerous garments exporters, garments manufacturers; readymade garments exporters etc. both in the small scale as well as large scale.

The Indian garment manufacturing sector has added much automation technologies and production systems to attain growth in the organization in the last decade, but now the same can only be achieved through an engaged and motivated workforce. The significance of 'employee engagement' was recognized way back by all industry sectors, but lately the garment manufacturing sector has also realized its importance.

The Northern Indian apparel manufacturing sector where male consist of majority of work force has been facing a high employee turnover monthly various management and non-management levels. This phenomenon has been most prevalent for the operator level of this sector.

According to US-based Consultancy firm Scarlett Surveys, "Employee Engagement is a measurable degree of an employee' positive or negative emotional attachment to their job, colleagues and the organization which profoundly influences their willingness to learn and perform at work." It is the outcome of employee motivation, job satisfaction and employee recognition.

A large number of export houses agree that employee engagement is a must today.

"Especially in a garment manufacturing export industry, eminence of output and competitive advantage of a company depends on motivated and competent people," "When employees are effectively and optimistically engaged with their organization, they form an emotional connection with the organization. This influences their attitude towards the company's clients, and thereby develops customer satisfaction and service levels". Further that a successful Employee Engagement program helps create a community at the workplace and not just a workforce. The concept of Employee Engagement is simple – a growth achieved through lasting improvements in workplace relationships through building a trust between employees and management.

To engage worker in the apparel industry, it is necessary to provide them the good working condition, work satisfaction and economic stability, so that the organisation remains productive.

A positive attitude held by the employee towards and its values. Today most of the organizations realize that a satisfied employee is not necessarily the best employee in terms of loyalty and productivity. It is only an engaged employee who is intellectually and emotionally bound with the organization, who feels passionate about its goals and is committed towards its values thus he goes the extra mile beyond the basic job. An engaged employee works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee. Employee Engagement reflects on the imported phase that is productivity. There are many other factors other than monetary benefits. Here, the investigator has received the feedback of the employees regarding twenty statements, which are important for the employee engagement

REVIEW OF LITERATURE:

Employee Engagement:

Engagement at work was conceptualized by Kahn, (1990) as the 'harnessing of organizational members' selves to their work roles. In engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. The second related construct to engagement in organizational behaviour is the notion of flow advanced by Csikszentmihalyi (1975, 1990). Csikzentmihalyi (1975) defines flow as the 'holistic sensation' that, people feel when they act with total involvement. Flow is the state in which there is little distinction between the self and environment.

Employee engagement is thus the level of commitment and involvement an employee has towards their organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee.' Thus Employee engagement is parameter that determines the association of a person with the organization.

Engagement is most closely associated with the existing construction of job involvement and flow (Csikszentmihalyi, 1990). Job involvement is defined as 'the degree to which the job situation is central to the person and his or her identity (Lawler & Hall, 1970). Kanungo (1982) maintained that job involvement is a 'Cognitive or belief state of Psychological identification. Job involvement is thought to depend on both need saliency and the potential of a job to satisfy these needs. Thus, job involvement results from a cognitive judgment about the need satisfying abilities of the job. Jobs in this view are tied to one's self-image. Engagement differs from job, as it is concerned more with how the individual employee his/her self during the performance of his / her job.

Employee Motivation:

Johnson and Gill (1993) describe motivation in work organizations as "the processes by which people are enabled to and induced to choose to behave in particular ways". Motivation is therefore coupled with a search for the ways by which members' job performance and productivity may be enhanced or maintain.

Employee Involvement:

Employee involvement was also extensively reviewed as one of the most significant determinants of employee retention came out as involvement factors. Many research articles have been published on employee involvement and participation at various levels and in various domains. Employee involvement is an important attribute of job satisfaction, employee motivation and even employee retention. Employee involvement has a direct correlation with efficiency, absenteeism productivity, quality and even with motivation. Employee involvement has received much attention in the area of work organization in recent decades. Although changes in the work organization during the last decades are diverse and difficult to summarize by a few key concepts, there has emerged an agreement that employee involvement and monetary incentive systems are important measures in modern personnel management (Delery and Doty 1996), (Appelbaum et al. 2000), (Godard 2004). Addison et al. (2000) shows that establishments of different sizes might be affected differently by employee involvement. Employee involvement produces improved enterprise performance through diverse channels including enhanced discretionary effort by employees (Jones et al 2006). There is also a high association between peer review and employee involvement in work organization and better the peer review, better is the efficiency towards work. Employee involvement also affects the important 16 dimensions of individual performance, organizational citizenship behavior, defined as individual discretionary behavior that promotes the organization and is not explicitly rewarded. The main principle behind all initiatives for increasing the involvement of workers is to get the lower-level staff more involved in the decision making and work processes, and to grant these employees greater autonomy and control over job tasks and methods of work (Cappelli and Rogovsky 1994). Typical measures are teamwork, lean management, and reduced hierarchic levels (Godard 2004)

Type of Manpower Turnover:

Functional turnover:

Functional turnover doesn't affect the company. Employees who elect to leave their jobs might be part-time employees without unique skills, or they're simply not top performers. The loss of their talents doesn't prevent work from getting done effectively. If they're poor performers, the company can even benefit by replacing them with better performers and improving the quality outcome of the affected jobs. With functional turnover, the benefits gained by replacing outgoing employees exceed the costs incurred.

Dysfunctional turnover:

Dysfunctional turnover does hamper the company. The costs exceed any potential benefits. Few employees who are resigning might be top performers whose work has proved to have a direct impact on profitability. Others might have unique skills that are hard to come by, making it difficult – and costly – to recruit and hire replacements. Losing too many minority group members can affect the

diversity of a company’s workforce. When a company loses too many employees that fit any of these scenarios, the costs associated with replacing them combine with other costs, such as those associated with quality problems and customer complaints. The causes of the Dysfunctional turnover can be further divided in to below three groups.

Personal causes:

Retirement, disability, death, dislike of job place, family responsibilities etc

Avoidable causes:

Low wages, unsatisfactory working conditions, bad environment, job dissatisfaction

Unavoidable causes:

Retrenchment (down- sizing), disciplinary reason

OBJECTIVES OF THE STUDY:

The Objectives of the study are:

- To identifying the factor responsible for employee engagement.
- To recommended the strategies to overcome or control the turnover by suggesting best techniques to retain the employee specifically for Northern Indian Apparel industry.

METHODOLOGY OF THE STUDY:

The paper studies the employee engagement practice in Garment Manufacturing companies located in Northern India. The study depended on primary data collected with the help of a questionnaire consisting of personal factors and factors that determine the extent of employee engagement. The study covers 300 employees working in garment factories in and around Delhi & Jaipur using simple random sampling method to understand the requirement felt by the worker towards engagement. The questionnaire is distributed directly to the respondents by explaining the purpose of the study. The data was statistically analyzed in order to ensure that the data obtained was random based on age, gender and other parameters.

RESEARCH FRAMEWORK:

Being the sewing operator most important worker in the apparel sector, the survey was restricted to sewing operators only.

Table 1: Socio – Economic description of the respondents

Factor	Description	No. of Respondents	%age
Gender	Male	150	50
	Female	150	50
Education	Literate	55	18.33
	Below 10 Th	170	56.67
	Above 10 Th	75	25.00
Age	Upto 18 -25	80	26.67
	25 yrs – 35 yrs	100	33.33
	Above 35 yrs	120	40.00
Salary	Upto Rs 5000	40	13.33
	Above Rs 5000	260	86.67
Marital Status	Married	280	93.33
	Unmarried	20	6.67
Longest association with any company	Less than 1 year	96	30.67
	1 year - 3years	143	47.00
	More than 3 yrs	67	22.33

Table 2: Sewing operators perception towards parameter which contribute to engagements

Parameter		Strongly agree	Agree	Neutral	Disagree	Strongly Disagree	Total
Salary system as per Govt regulation	Number	41	62	55	86	56	300
	%age	13.67	20.67	18.33	28.67	18.67	100.00
Full piece system as per market standard	Number	25	32	65	96	82	300
	%age	8.33	10.67	21.67	32.00	27.33	100.00
Part piece rate as per market standard	Number	83	94	61	40	22	300
	%age	27.67	31.33	20.33	13.33	7.33	100.00
Overtime is a Motivation	Number	44	102	42	76	36	300
	%age	14.67	34.00	14.00	25.33	12.00	100.00
Pleasant work environment	Number	86	116	45	33	20	300
	%age	28.67	38.67	15.00	11.00	6.67	100.00
Worker welfare scheme (subsidised meals, Bonus, Dormitories, scholarship to kids)	Number	103.00	76.00	45.00	42.00	34.00	300.00
	%age	34.33	25.33	15.00	14.00	11.33	100.00
Proper handling of grievance	Number	36.00	45.00	69.00	86.00	64.00	300.00
	%age	12.00	15.00	23.00	28.67	21.33	100.00
Trade Union in Organisation	Number	136.00	73.00	50.00	31.00	10.00	300.00
	%age	45.33	24.33	16.67	10.33	3.33	100.00
Health & safety Concern	Number	87	93	89	31	0	300
	%age	29	31	29.67	10.33	0	100
Good Behaviour of supervisor and manager	Number	56	78	76	56	34	300
	%age	18.67	26.00	25.33	18.67	11.33	100.00
Workers Involvement in Decision making	Number	31	46	116	80	27	300
	%age	10.33	15.33	38.67	26.67	9.00	100.00
Productivity linked Incentive Scheme	Number	62	114	87	24	13	300
	%age	20.67	38.00	29.00	8.00	4.33	100.00
No Work Pressure from Management	Number	87	167	34	12	0	300
	%age	29	55.67	11.33	4	0	100.00
Achievement Recognition	Number	193	73	30	2	2	300
	%age	64.33	24.33	10.00	0.67	0.67	100.00
Effective Supervision	Number	13	54	89	85	59	300
	%age	4.33	18.00	29.67	28.33	19.67	100.00
Satisfactorily Colleagues Behaviour	Number	83	146	45	15	11	300
	%age	27.67	48.67	15.00	5.00	3.67	100.00

DATA ANALYSIS AND INTERPRETATION:

The Data Collected will be further clubbed as General Agreement (strongly agree +agree) and General Disagreement (Disagree + strongly disagree) whereas neutral will treated separately. The weight age of 40% on both General Agreement and General Disagreement will be considered as influencing Parameter for engagement.

Table 3: Major Parameter for engagement and turnover

Parameter	General Agreement	Neutral	General Disagreement
Salary system as per Govt regulation	34.33	18.33	47.33
Full piece system as per market standard	19	21.67	59.33
Part piece rate as per market standard	59	20.33	20.67
Overtime	48.67	14	37.33
Pleasant work environment	67.33	15	17.67
Worker welfare scheme (subsidised meals, Bonus, Dormitories, scholarship to kids)	59.67	15	25.33
Proper handling of grievance	27	23	50
Trade Union in Organisation	69.67	16.67	13.67
Health & safety Concern	60	29.67	10.33
Good Behaviour of supervisor and manager	44.67	25.33	30
Workers Involvement in Decision making	25.67	38.67	35.67
Productivity linked Incentive Scheme	58.67	29	12.33
No Work Pressure from Management	84.67	11.33	4
Achievement Recognition	88.67	10	1.33
Effective Supervision	22.33	29.67	48
Satisfactorily Colleagues Behaviour	76.33	15	8.67

FINDING:

The parameters contributions to engagements as per respondents are:

Sr. No	Parameter	Respondents weight age for engagements
1	Achievement Recognition	88.67%
2	No work pressure from management	84.67%
3	Satisfactorily Colleague Behaviours	76.33%
4	Trade union in organisation	69.67%
5	Pleasant work environment	67.33%
6	Health & safety concern	60 %
7	Worker Welfare Scheme	59.67%
8	Part piece rate system as per market standard	59 %
9	Productivity linked incentive scheme	58.67%

Parameter considered lowest by respondents for motivation to engagement:

Sr. No	Parameter	Respondents weight age for engagements
1	Full piece rate system as per market standard	59.33%
2	Proper handling of grievances	50%
3	Effective supervision	48%
4	Salary system as per Govt regulation	47.33%
5	Worker involvement in Decision	30%

CONCLUSION:

1. Part Piece rate wage system is best considered by the respondents for engagement. The 59% operator would like to engages with organisation where part piece rate system is followed majorly contributed by the male respondents whereas gender wise female (78%) prefer salary system as per govt regulation for engagements.

2. The female respondents have majorly contributed to parameters like Achievement recognition, no work pressure from management, satisfactorily colleague behaviours.
3. The opinion for parameters like trade union in organisation, health and safety concern, pleasant work environment, worker welfare scheme are equally responded by the male and female respondents.

LIMITATION OF STUDY:

The data analysis is done on the concept of that parameter contributing more than 50% in General Agreement and above 30% in General Disagreement is considered. Also the study is limited to operatives' levels only.

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