

Recruitment and Retention in a Garment Industry

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Abstract: In a garment industry, Human resource management performs different functions such as recruiting and training the best employees, dealing with the performance issues, ensuring they are high performance personnel and management practices of various regulations. One strategy doesn't fit across all the organizations to recruit and retain employees.

A survey has been conducted in a garment company; A structured questionnaire was used to determine recruitment and retention strategies of the company with a 5 point Likert scaling. Reliability of the instrument was determined with a cronbach alpha of 0.77. Using chi-squared test of cross table relationships, it was found that gender does not influence recruitment and retention. Using Visual PLS software, regression on recruitment & retention was carried and was found that they significantly cause each other.

It was found that there is a noticeable attrition rate and these results in the recruitment and hiring of employees. The results of the survey also showed that in order to keep high retention rate, managers must create the environment for young workers to equip themselves with the necessary skills to perform efficiently, and help older skilled workers to maximize their earnings. Supervisor's pressure has to be reduced and target system of work is creating more pressure on both new employees and experienced employees in the organization.

Keywords: Recruitment, Retention, Motivation, Skills, Talent, and Attrition.

1. INTRODUCTION

The garment sectors play a prominent role in India as they earn foreign exchange and generate employment. Hence, the garment industry enjoys an important place in the Indian economy. In a garment industry, Human resource management performs different functions such as recruiting and training the best employees, dealing with the performance issues, ensuring they are high performance personnel and management practices of various regulations. These activities include recruitment of new employees, managing, existing employees, compensation & benefits, maintaining employee records. These policies are often in the form of employee manuals, which all employees have.

Recruitment plays a very crucial role and can be used as a proactive tool in retaining employees by selecting the most stable applicant with a relevant job profile. High turnover affect company in negative way and retention strategies should be high on agenda.

One strategy doesn't fit across all the organizations to recruit and retain employees. A survey has been conducted in a garment company; it was found that there is a noticeable attrition rate and this result in the recruitment and hiring of employees. In the survey it was also found that in order to keep high retention rate, managers must create the environment for young workers to equip themselves with the necessary skills to perform efficiently, and enable older skilled workers to maximize their earnings. Supervisor's pressure has to be reduced and target system of work is creating more pressure on both new employees and experienced employees in the organization.

The unpredictable economic environment has forced organizations to include and facilitate best management practices as one of the important tool to win over its employees so as to recruit & retain the skilled & talented resources over the competitive edge.

2. RESEARCH DESIGN

Statement of the problem

One of the important problems facing by the organization is in "recruiting the right candidates" from pool of applications, and also how to retain the skilled employees in the organization".

Scope of the study

The scope of the study is bound within the organization where the research was conducted. And some responses have been collected from the other garment factory workers.

Objectives of the study

The objectives of the present study are as listed below:

1. Recruitment in a garment industry as a function of HRM.
2. To examine the reasons for high attrition rate in garment industry.

Period of study

The period of study was six months, and sample survey was carried out within a period of study. The total number of employees in the organization size was 156 (i.e population size was 156). There were two surveys totally conducted the first round of survey called pilot survey and the second of survey called final survey.

Sample

And total population was 156 and sample size was 81.

The population of the present study is the blue collar workers of a private company in Garment sector. In this survey, the research sample includes responses from different garment industries.

Framework of analysis

We continue our research after validating the survey response, the analysis part includes contingency test checking out correlation using Dr Arsham's java scripts, finding regression using visual PLS software.

Sources of data

To ensure the success of the research it has to include contribution of various data from various other researchers. We have taken reference from other research findings confining to our research. It includes lot of theoretical background to gain the knowledge to carry out our research.

Primary sources: Primary sources are the first formal appearance of the research. It includes original materials and data. In our research the data is obtained directly from the respondents through survey. The basic method of the primary data collection was carried out through questionnaires and questionnaires were asked directly to the workers and staff of the company.

Secondary sources: Newspapers, Magazines, Journals and web have provided lot of articles on the topic so as to refer for what was needed.

Operational definition of the constructs

Recruitment: Recruitment is the process of identifying and attracting capable and prospective applicants for employment. The process begins when new recruits are identified and

encouraged and ends when their applications are submitted. The result of this process is a pool of applicants from which new employees are selected.

Basic recruitment questionnaires asked to the workers and staff members of the company while collecting the data for the survey purpose.

1. Qualification keeps no barrier in the recruitment process of Garment industry
2. Keeping high retention rate is difficult in the garment industry
3. Qualification is necessary to enter into the garment industry
4. Recruiting women in a garment industry yields better result
5. TV \banners\ papers\ pamphlets kind of ads attracts more candidates for recruitment in Garment industry
6. Are you feeling any factor governing recruitment in our organization BRFL?
7. Recruiting manpower is difficult in the garment industry
8. I feel bonding system is necessary in the garment industry to increase retention rate
9. Recruiting manpower is easy in the garment industry

Retention: Retention involves taking measures and steps to encourage employees to remain in the organization for a longer period of time.

Basic recruitment questionnaires asked to the workers and staff members of the company while collecting the data for the survey purpose.

1. I am happy with the working environment of the company
2. I receive enough training from the organization to perform my job effectively
3. I am happy with the work timing set by the company?
4. I am happy with the incentives provided by the organization for the over time period
5. I am happy with the shifting (Night\day) facility
6. I am happy with the coordination between workers and the staff of the organization
7. I am happy with the promotions provided by the organization
8. I want to change the company due to pressure of the target system
9. Experience should be the basis for the promotions in a garment industry

10. I am happy with the facilities provided by the organization?
11. I am happy with facilities of canteen
12. I want to change the company due to work pressure
13. I am happy with the target system of work
14. Low retention rate in garment industry is due to work pressure
15. High attrition rate in garment industry is due to pressure from supervisors

The above statements on recruitment and retention were given a 5 point likert scale of agreement to evaluate.

3. ANALYSIS

The results of the survey undertaken are analyzed by making use of Reliability Calculator. Numbers of question tested were 24 and subjects (respondents) were 81.

TABLE 1 Reliability test for the whole data (Using reliability calculator).

Cronbach's Alpha	0.769654721
Correlation	0.71355131
Mean for Test:	80.13580247
Standard Deviation for Test:	11.78799671

Collected data is tested using Visual PLS software. And the values are as in the below table.

TABLE 2 Values obtained by using Visual Partial Least Squared (PLS) path analysis software.

Construct	Composite Reliability	AVE	Cronbach Alpha
RECRUITMENT & RETENTION	0.733791	0.23498	0.769655

Reliability test using visual PLS

Same data is tested against visual PLS software. And the particular values for recruitment and retention values are as follows.

TABLE 3 values obtained by using visual PLS software.

Construct	Composite Reliability	AVE	Cronbach Alpha
RECRUITMENT	0.462207	0.342596	0.567998
RETENTION	0.815858	0.276441	0.761102

Demographic classification

The current study was based on finding out the influence of demographic variable on different demographic variables such as gender, age, education.

TABLE 4: Demographic classification

Sl no	Demography	Classification	Frequency	Total
1	Gender	Male	16	81
		Female	65	
2	Age	20 - 25 yrs	17	81
		26 – 30 yrs	31	
		Above 30 yrs	43	
3	Education level	Graduate	9	81
		Non Graduate	72	
		Other	00	

Contingency test

Contingency table test was conducted using Dr Ashram's java scripts. Contingency test was conducted on every demographic variable with every constructs. The responses of all the items in the questionnaire were tested using the five point Likert scale. Total numbers of respondents were 81, and numbers of questions asked to the respondents were 9. Gender is the demographic variable and recruitment is the construct for contingency test.

TABLE 5: Contingency test based on Recruitment with respect to gender

Gender & Range	09-26	27-45	Total
Female	09	56	65
Male	03	13	16
Total	12	69	81
Chi-Square Value		0.2446	
Correlation:		0.05487	
P-value:		0.621	
Conclusion:		Little or no real evidence against the null hypothesis.	

Interpretation: From the above table 5.1 we have the chi square value 0.2446; Correlation 0.0548, and P value 0.621. It also concludes that there is little or no real evidence against null hypothesis i.e. the demographic variable gender has no influence on Recruitment. And hence gender does not have

any role in recruitment and it does not influence recruitment of employees in an organization.

Regression modeling

Regression model was conducted using visual PLS graph software to find out which construct regresses the other construct. Every construct were tagged with every other construct and the R Square value was found out.

TABLE 6: Construct wise composite reliability, Average variance extracted (AVE) and Cronbach Alpha.

Construct	Composite reliability	AVE	Cronbach Alpha
RECRUITMENT	0.462207	0.342596	0.567998
RETENTION	0.815858	0.276441	0.761102

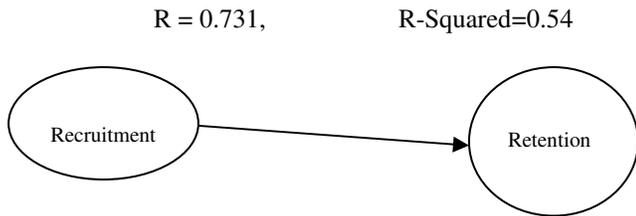


Fig 7: Using Partial least squared regression path analysis software,

Retention and recruitment regress with each other with good correlation coefficient of R = 0.731 and R2 value of 0.534 indicating that they are strongly related and cause each other.

4. CONCLUSION

To be effective, human resource management practices must be established in two phases. First, they must reflect companywide commitments as to how the practices will manage and relate to its employees. Secondly, HR must implement these commitments so that the ideals of the enterprise and deeds of its agents are addressed.

By means of survey and analysis process we found that gender, age and education has no influence on recruitment of employees in an organization. And hence gender, age and education does not have any role in recruitment and it does not influence recruitment of employees in an organization.

And we also found that gender, age and education has no influence on retention of employees in an organization. And

hence gender, age and education does not have any role in the retention of employees in an organization and it does not influence retention of employees in an organization.

Finally we can conclude that there should be a proper communication channel between the workers and the staff of the garment industry and even there is a need of bonding system between the management and the workers and the staff. By means of bonding system we can reduce the attrition rate in the garment industry. Supervisor pressure and targeting system of the work has to be reduced in order to increase the retention rate in the garment industry.

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