



# Human Resource Practices In Textile Sector; A Case Study Of Bengaluru City

Dr. Vijaya Kumar R S<sup>1\*</sup>, Dr. NAGESH B<sup>2</sup>, Prof. Manjula J M<sup>3</sup>, Dr. Rajeswari K<sup>4</sup>.

<sup>1\*</sup>Associate professor, MBA Nagarjuna Degree College – SOM Bengaluru -64 Email: vijayakumar.rs273@gmail.com Bengaluru.

<sup>2</sup>Associate Professor, Management Studies Sathagiri NPS University, Email: nageshrao569@gmail.com

<sup>3</sup>Assistant Professor, MBA Nagarjuna Degree College – SOM Bengaluru -64 Email: manjula2486@gmail.com

<sup>4</sup>Associate Professor Nagarjuna Degree College Bengaluru -64 Email: rajeswarianand18@gmail.com

**Citation:** Dr. Vijaya Kumar R S et.al (2024), Human Resource Practices In Textile Sector; A Case Study Of Bengaluru City Educational Administration: Theory And Practice, 30(5), 3610-3616  
Doi10.53555/kuey.v30i5.3498

## ARTICLE INFO

## ABSTRACT

In the context of the Indian textile sector, HR practices remain a fresh, flexible, and ambiguous term. The success of textile businesses depends heavily on human resources planning, both for short- and long-term goals. Welfare aids in increasing employee retention and sustaining a great reputation. The outcome of this research will definitely help the textile garment employees and employers to improve the efficiency of the organization and to sustain in the long run. Furthermore, this study will make it possible for employees to contribute and work towards improving the organization. The study is based on 125 convenient respondents who are working as labor or employees in different garments industries at Bangalore city of Karnataka, primary data were collected through questionnaires and personal discussions with the respondents. univariate, bivariate and multivariate analysis used to analyze the primary data.

**Key words;** Textile industry, HR Practices in textile industry, Labor turnover in textile industry

## 1. INTRODUCTION

India's more than 5000-year-old textile industry has seen considerable changes, from its humble origins as handlooms in villages to the huge contemporary textile factories that exist today. With considerable qualities and a bright future, the Indian textiles sector is already a well- established one. After China, India is the world's second-largest producer of textiles. Cotton continues to dominate the textile industry in India, making up about 3/4 of all the fiber consumed there. With an increase in disposable income, the Indian textile industry's need for goods has increased, creating a huge demand in both domestic and international markets.

The success of textile businesses depends heavily on human resources planning, both for short- and long-term goals. HR is in charge of increasing the company's production capacity, inspiring employees through benefit programmers, and fostering an environment that promotes technical innovation. Human resources plans should be created to achieve goals, whether it is a start-up business or a multinational corporation. In the textile industry, HR's primary responsibilities include hiring, selecting, training and development, paying and rewarding employees, motivating employees, evaluating their performance, achieving long-term commercial success, ensure a pleasant and effective workplace maximizing staff productivity and creating a positive work environment among other things. The HR department performs a few regulatory tasks in addition to its usual responsibilities, such as the implementation and enforcement of laws and regulations including the minimum wage act, the abuse and sexual harassment act, the trade union act, and laws governing factories, ensuring compliance with labor laws among others. Welfare aids in increasing employee retention and sustaining a great reputation. Employee morale and motivation are boosted by it. The concept of HR practises is still novel, flexible, and ambiguous in the context of the Indian textile industry, but it is clear that the success of any business depends on its HR policies and procedures because these are closely related to the overall productivity of the textile company. Only a business' HR practises have the power to instill a sentiment of concern in the workforce, which may result in long-term employee engagement. The current study discovered that there are

few studies in India that examine HR practices in the textile industry. HR practices in the textile sector of Bengaluru are the growing one. This research has been conducted to find out the significance of HR policies and practices to retain the talents and identify suitable strategies to minimize the HR turn over in the Textile industry of Bengaluru, India. In this research, efforts have been made to assist the employer or HR managers while formulating the HR plans or policies. The outcome of this research will definitely help the textile garment employees and employers to improve the efficiency of the organization and to sustain in the long run. Furthermore, this study will make it possible for employees to contribute and work towards improving the organization.

## 2. LITERATURE REVIEW

**M. Harini (2023)**, According to the survey, the top causes of layoffs and attrition is excessive workload, discrimination, and lower pay. Additionally, fair performance evaluation, welfare policies, wage increases, awards, and recognition are all employed by employees as retention methods. **Metasebia Adula & Birbirsra (2023)**, one of the most important aspects to take into account when putting human resources practices into place is employee work attitude practices because they play a key role in company selection in human resources management. **Sugeng & Widya Romasindah (2022)**, the textile industry needs laws, rules, and policies that can address issues like reviving machinery and equipment, developing institutional and human resources, cotton self-sufficiency, electricity and transportation infrastructure, and financing accessibility. **Muhammad Umer Quddoos et al., (2022)** the surveys demonstrate that explanatory factors, such as safety, health, and work environment standards, do have a major impact on how well-performing the respondent organizations perform. **Muhammad Midhat Ali (2021)**, to fulfill performance requirements and provide significant results, human resource competencies are crucial. If competencies are provided in a framework with specialists from many professional areas, it is simple to put them into practice. **Shipra et al., (2018)** HR Training concerns are being dealt with the changes in the technology trends in the apparel industry as well as the degree of importance of HR T&D practices, methodologies, and strategies used by the chosen industries. **Gadave (2018)** welfare policies play a significant impact in employee satisfaction, which raises the standard of living at work. Employee welfare is defined as "efforts to make workmen's lives worthwhile". **Shruti et al., (2017)** training development, salary, reward and recognition, and welfare activities—four HR practices—have an impact on employees' organizational commitment. In order to establish any plan, it is essential to ascertain how it will affect the staff members' organizational commitment. **Ishwar Kumar (2017)**, the main causes of productivity loss in the Indian garment industry are resource and infrastructure issues, followed by HR practices and worker turnover. Management should assess the terms of employment for staff and make sure the workplace is favorable to reducing turnover. **Chenniappan Loganathan (2017)** Training and development, welfare programmes, and compensation and perks have emerged as the top HRM practices for influencing organisational commitment for textile workers. **P. Manikandan (2017)** employee participation and teamwork practices are helpful in accomplishing company goals and have a favorable impact on the expansion and development of the textile industries. **R. Senthilkumaran (2017)** one of the strengths of the textile industries is training. The study found that improving individual efficiency, management efficiency, and production will be positively impacted by personnel planning and practices. **Saira Hassan (2016)** HRM practices Compensation, Career Planning, Performance Appraisal, Training, and Employee Involvement has a positive impact on employee's performance. In order to encourage behavior that supports high performance, the organizations should make use of a variety of reward and recognition programmes. **Ravi V (2016)** employee productivity greatly depends on incentive, regardless of its form. It is a worrying scenario that calls for substantial management action to bring about improvement. Additionally, a sizable majority of respondents are unhappy with their existing system of performance evaluation, which leads to employee annoyance and discontent. **Md. Motaharul Islam (2015)** the majority of small- and medium-sized private limited companies' employers and HR managers seemed to think that workers will work best as a team. The most significant influence on the dependent variable of perception of company performance came from HRM practices and culture. **Vijay D. Ghongade (2015)** A great improvement in quality, efficiency, and output is made possible by making the best use of people, machines, resources, and money. **C. Loganathan and A. Valarmathi (2015)** job satisfaction among workers in the textile industry has a high association with recruiting and training. Employee job satisfaction has just a minimal association with pay and performance reviews. **Anil G. Lohar and Gopal K. Bide (2013)** every textile industry must use the recommended human resource best practices for the growth of the organisation. There is a need for skill development, hence the HR manager's role is considered to be increasing in significance. HR must be aware of the changes and adapt in order to take advantage of future prospects. **Qamar Ali and Muhammad Zafar Iqbal Jadoon (2012)** textile industry has paid substantial attention to HR planning as a result of intense competition in recent years. When employing talented individuals, recruitment might be difficult because there is a shortage of competent labor in the labor market. **Yasir Nawaz et al., (2009)** workers at textile sector can be more committed or attached with organization by paying more monetary benefits and if current employers provide the same benefits, they can also lower significant voluntary employee turnover because employees are interested in their supervisors' behavior when moving jobs.

### 3. Research methodology

In order to comprehend the notion of HR practices in the textile industry and identify the research gap, about 20 pieces of literature published in reputable journals between 2009 and 2023 were reviewed. The respondents were asked to indicate their opinion on HR practices (in the context of reasons for HR attrition and strategies to retention of talents) in their respective textile industry. The study is based on 125 convenient respondents who are working as labor or employees in different garments industries at Bangalore city of Karnataka. The target population of this study has chosen based on the convenience of the researchers and administration of questionnaires to take their response. Both sources of data such as primary data and secondary data were used in the study. Primary data were collected through questionnaires and personal discussions with the respondents. The secondary data are collected through the internet, journals, books, and so on. The present study univariate, bivariate and multivariate analysis used to analyze the primary data.

### 4. Research Objectives

The objectives of the study were;

1. To identify the various reasons for Attrition in the textile industries of Bengaluru city.
2. To recognize the factors that affect employee's decision to stay with the textile industry.

### 5. Results and Discussion

The table number 01; discuss reliability statistic i.e., Cronbach's alpha is used to measure the internal consistency or reliability of a set of items in a survey or questionnaire. In the present study, the Cronbach's alpha value is 0.793 for 24 items in the questionnaire. This suggests that the items in the survey are measuring a similar construct or concept. Cronbach's Alpha used to assess the reliability of scales or questionnaires and ensure that the items are consistent and dependable for measuring the intended constructs.

**Table; 01 Title of the table; Reliability Statistics**

Cronbach's Alpha	Number of Items
.793	24

Sources; Field Survey

**5.1** ; Reasons for attrition in the textile industries of Bengaluru city; several factors, some of which are unique to the textile business, might have an impact on attrition, or employee turnover. This section of the research paper has discussed the reasons for attrition in the textile industries of Bengaluru city.

**Table; 02 Title of the table; Univariate Data Analysis on Reasons for Attrition**

Variable (N=125)	Frequency Distribution					Descriptive Statistic		
	SA	A	N	DA	SDA	Mean	Median	Std. Dev
1. Excessive Workload	49	56	10	10	00	1.848	2.000	.8804
2. Discrimination	42	51	23	07	02	2.008	2.000	.9461
3. Lower Pay	52	59	12	00	02	1.728	2.000	.7659
4. Training Techniques	36	59	19	09	02	2.056	2.000	.9358
5. Welfare Activities	22	42	21	29	11	2.720	2.000	1.248
6. Infrastructure Issues	25	41	30	24	05	2.544	2.000	1.132
7. HR Practices	35	25	30	31	04	2.552	2.000	1.227
8. Unionization	39	23	35	14	14	2.528	2.000	1.335
9. Compensation, Perks, Incentive	22	38	36	17	12	2.672	2.000	1.196
10. Poorly Educated Workers	26	34	18	39	08	2.752	2.000	1.247
11. Poor Decision-Making	14	18	22	36	35	3.480	2.000	1.335
12. Overtime	18	38	18	36	15	2.936	2.000	1.278
<b>Overall</b>	<b>31.6</b>	<b>40.3</b>	<b>22.8</b>	<b>21</b>	<b>9.3</b>	<b>2.487</b>	<b>2.000</b>	<b>1.127</b>

Sources; Field Survey

Table; 02 highlights the attrition for labor in the textile industries of Bengaluru city. When all the variables were considered together 72 (31.6 + 40.3) labors perceived that the considered variables the prime reasons for attrition, 21 labors are neutral in their opinion, rest 31 labors are indicating negative attitude towards the selected variables. The average data set is found 2.487, the middle value is 2.000 and standard deviation is 1.127 it is very close to zero hence it indicates that data points are very close to the mean.

**Table; 03 Title of the table; Bivariate Data Analysis on Reasons for Attrition**

Correlations												
Attrition	1	2	3	4	5	6	7	8	9	10	11	12
1. Excessive Workload	1											
2. Discrimination	.437	1										
3. Lower Pay	.357	<b>.148</b>	1									
4. Training Techniques	.245	<b>.127</b>	.404	1								
5. Welfare Activities	-.046	-	-.013	.041	1							
6. Infrastructure Issues	.011	<b>.034</b>	.070	.070	.656	1						
7. HR Practices	-.004	<b>-.018</b>	.101	.015	.381	.478	1					
8. Unionization	-.020	<b>.016</b>	.086	.054	.699	.512	.618	1				
9. Compensation, Perks, Incentive	.021	-	-.045	.031	.402	.395	.514	.478	1			
10. Poorly Educated Workers	.139	-	-.103	-.124	.402	.346	.568	.528	.787	1		
11. Poor Decision-Making	-.033	<b>-.067</b>	-.053	-.041	.168	.274	.683	.304	.44	.525	1	
12. Overtime	.048	-	-.181	-.111	.355	.339	.543	.437	.68	.846	.557	1

Table; 03 highlights the Pearson coefficient of correlation. Its include number between -1 to 1 to measure the strength and direction between the chosen two variables. A high positive correlation was observed between overtime and poorly educated workers (**.846**), poorly educated workers and compensation, Perks, Incentive (**.787**), unionization and welfare activities (**.699**). However there is negative relationship between overtime and low pay (**-.181**), training techniques and overtime (**-.111**).

**5.2** ; several factors can influence an employee's decision to stay in the textile industry or leave for other opportunities. These factors can vary from individual to individual, but some common ones are discussed in the section.

**Table; 04 Title of the table; KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.864
Bartlett's Test of Sphericity	Approx. Chi-Square	899.979
	df	66
	Sig.	0.000

**Sources; Field Survey**

Table; 04 shows that the Kaiser-Meyer-Olkin test was conducted to ensure the adequacy of sample size for the factor analysis. As per the decision criteria if it is above 0.6 then the sampling size is adequate. Kaiser-Meyer-Olkin measure of sampling adequacy = 0.864 > 0.6 and p = 0.000 < 0.005 for Bartlett's Test indicates the test was significant at 5% levels. One hundred and twenty-five (125) samples were sufficient to run factor analysis.

**Table; 05 Title of the table; Strategies to minimize the Attrition**

Total Variance Explained; Strategies to minimize the Attrition			
	Initial Eigenvalues	Extraction Sums of Squared Loadings	R S of S Ls

Components	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total
Fair Performance Evaluation	6.125	51.041	51.041	6.125	51.041	51.041	5.614
Welfare Policies	1.553	12.939	63.981	1.553	12.939	63.981	4.448
Wage Increases	.793	6.608	70.589				
Awards And Recognition	.720	5.996	76.586				
Professional Development	.616	5.132	81.717				
Offer Welfare Benefits	.540	4.498	86.215				
Safety Precautions	.419	3.491	89.706				
Pay Raises	.374	3.119	92.824				
Textile Industry Separate Laws	.314	2.618	95.442				
Work Environment Standards	.216	1.801	97.244				
Variety of Reward	.169	1.406	98.650				
Compensation based on output	.162	1.350	100.000				

Extraction Method: Principal Component Analysis.

Sources; Field Survey

Table 05; Principal Component Analysis (PCA) is used to reduce the dimensionality of a data set by finding a new set of variables, smaller than the original set of variables. The Total column gives the eigen value, or amount of variance in the original variables accounted for by each component. The % of Variance column gives the ratio, expressed as a percentage, of the variance accounted for by each component to the total variance in all of the variables. The Cumulative % column gives the percentage of variance accounted for by the first n components. For example, the cumulative percentage for the second component is the sum of the percentage of variance for the first and second components. Eigen values greater than 1 are to be extracted, so the first two principal components such as Fair Performance Evaluation (6.125) and Welfare Policies (1.553) extracted. The second section of the table shows the extracted components. They explain nearly 63.98% of the variability in the original twelve variables, so the complexity of the data set can be considerably reduced by using these components, with only a 12.939%. The rotation maintains the cumulative percentage of variation explained by the extracted components, but that variation is now spread more evenly over the components. The large changes in the individual totals suggest that the rotated component matrix will be easier to interpret than the unrotated matrix.

**Table; 06 Title of the table; Promax Rotation Method**

Pattern Matrix	Component	
	01	02
Fair Performance Evaluation	.466	.512
Welfare Policies	.337	.432
Wage Increases	.776	-.015
Awards And Recognition	.474	.493

Professional Development	.517	.281
Offer Welfare Benefits	<b>.916</b>	-.175
Safety Precautions	<b>.878</b>	-.279
Pay Raises	<b>.872</b>	-.012
Textile Industry needs Separate Laws	<b>.723</b>	.073
Work Environment Standards	-.348	<b>.992</b>
Variety of Reward	.389	.523
Compensation based on output	-.154	<b>.897</b>
Extraction Method: Principal Component Analysis. Rotation Method: Promax with Kaiser Normalization.		

### Sources; Field Survey

Table 06; the rotated component matrix helps to determine what the components represent. The first component (Fair Performance Evaluation) is most highly correlated with wage increases, offer welfare benefits; safety precautions, pay raises, and textile industry needs separate laws. The second component (Welfare) is most highly correlated with work environment standards, compensation based on output. It is clear from the analysis that the above mentioned 09 strategies are highly suitable to minimize the attrition in the textile industries of Bengaluru city.

### Conclusion

In summary, it can be concluded that the fair performance evaluation and welfare policies of textile sector workers come first followed by wage increases, offer welfare benefits; safety precautions, pay raises, and textile industry needs separate laws work environment standards, compensation based on output. The workplace may experience higher morale and better production as a result of its emphasis on worker safety. Forward-thinking companies are aware that higher productivity exists in relation to safety and morale, even though it can be difficult to measure. As a result, they are able to justify the costs of their safety initiatives. It is advisable that every textile manufacturing firm creates or builds its own HRM practices in order to maintain satisfying long-term connections with its personnel.

### Reference;

1. Anil G. Lohar, G. K. (2013). An Overview of HR Challenges and Opportunities in Textile Industry: Current Scenario. *International Journal of Human Resource Management and Research (IJHRMR)*, 3 (1), 131-136.
2. C. Loganathan, A. V. (2015). A study on effectiveness of HR practices and policies on job satisfaction with reference textile industries in Tamil Nadu, India. *International Journal in Management and Social Science*, 3 (11), 168-180.
3. C.Y.S Krishna, S. V. (2011). Assessment of Support and Benefits of HRIS in medium-scale textile Industries. *IJRESS*, 1 (2), 48-57.
4. Chenniappan Loganathan, A. D. (2017). A Study on Impact of HRM Practices and Policies on Employee's Organisational Commitment in Textile Spinning Mills in Tamil Nadu, India. *Indian Journal of Science and Technology*, 10 (15), 1-11.
5. Das, A. (2023, 2 28). IIAD Stories. Retrieved 05 22, 2023, from IIAD Edu stories: <https://www.iiad.edu.in/the-circle/history-of-the-indian-textile-industry/>
6. Gadave, B. R. (2018). Labour Welfare (textile industry) -- A Quest of India. *Pune Research World*, 3 (1), 1-10.
7. Ghongade, V. D. (2015). Textile Industry: Work Practices in Organized and Decentralized Sector. *International Journal on Textile Engineering and Processes*, 1 (1), 77-82.
8. Ghulam Muhammad, U. M. (2012). Determinants of Employee Motivation - A Case Study of Afroze Textile Industries Limited, Karachi, Pakistan. *IOSR Journal of Business and Management*, 4 (3), 22-25.
9. Gordon, J. (n.d.). Chron site logo. Retrieved 05 22, 2023, from <https://smallbusiness.chron.com/>: <https://smallbusiness.chron.com/human-resources-strategies-textile-industry-78153.html>
10. HASSAN, S. (2016). Impact of HRM Practices on Employee's Performance. *International Journal of Academic Research in Accounting, Finance and Management Sciences*, 6 (1), 15-22.
11. ILIEȘ, L. (2014). Study Regarding the Human Resources Internal Audit in Romanian Textiles Industry. *Management Challenges for Sustainable Development*, (pp. 806-817). ROMANIA.
12. Imran Khan, H. D., & Ghauri, T. A. (2014). Impact of Attitude on Employees Performance: A Study of Textile Industry in Punjab, Pakistan. *World Applied Sciences Journal*, 191-197.

13. Ishwar Kumar, N. P. (2017). Management perspective on low productivity and related causative factors: A study on Indian apparel manufacturing industry. *International Journal of Academic Research and Development*, 2 (4), 314-325.
14. Islam, M. M. (2015). HRM Practices in Small and Medium-sized Textile Industry of Bangladesh. *ASA University Review*, 9 (2), 1-26.
15. M. Harini, C. C. (2023). Factors Influencing Attrition and Retention: An Empirical Analysis in a Textile Industry. *Journal of Academia and Industrial Research*, 11 (3), 60-64.
16. Metasebia Adula, S. K., & Birbirsa, Z. A. (2023). Qualitative Analysis with MAXQDA: Effect of HRM Practices on Organization Performance with Mediation of Employees' Work Attitude in Textile Industries of Ethiopia. *Advanced Qualitative Research*, 1 (1), 1-14.
17. Muhammad Midhat Ali, S. M. (2021). Competency framework validation: application in textile industry. *industria textile*, 72 (5), 509-514.
18. Muhammad Umer Quddoos, M. H., & Zafar, J. (2021). Investigating the Impact of Safe, Healthy, and Quality Environment Practices in Textile Industry of Pakistan: A Commitment Towards Sustainable Development. *JOURNAL OF BUSINESS & ECONOMICS*, 14 (1), 01-17.
19. P. Manikandan, M. S. (2017). Human Resource Practices in Textile Sector of Karur District, Tamil Nadu. *International Journal of Research in Management, Economics and Commerce*, 7 (11), 91-94.
20. Qamar Ali, M. Z. (2015). Towards an Indigenous Perspective on HRM: A Study of Textile Industry of Pakistan. *International Journal of Management & Organizational Studies*, 1 (2), 1-9.
21. R. Senthilkumaran, N. P. (2017). Human Resource Approaches in Textile Industries. *Emperor International Journal of Finance and Management Research*, 53-58.
22. RACHMI, A. (2013). The HRM Practices of Indonesian Medium-sized Companies in the Textile Industry in Java.
23. Ravi V, E. P. (2016). Determinants of Employee Motivation - A Case Study of Texmo Textile Industries Limited, Bangalore. *Strategies for Business Excellence: Challenges and Opportunities* (pp. 83-86). Secunderabad: Siri Publishers and Distributors Pvt. Ltd.
24. Shipra, D. A., & Amandeep, D. (2018). Training Practices in Large and Medium Textile and Apparel Industries of Punjab. *IOSR Journal of Business and Management*, 20 (2), 59-65.
25. Shruti, N. S., T. S. Sidhu, R. K., & Sanjeev. (2017). Human Resource Practices and Commitment of Employees in India's Textile Industry in Context of Management Levels. *i-manager's Journal on Management*, 12 (2), 45.
26. Sugeng, A. N., & Widya Romasindah, S. S. (2022). Regulatory and Policy Arrangement of The Textile Industry and National Textile Products for Clothing Resilience. *International Journal of Research and Innovation in Social Science*, 6 (9), 5-15.