International Journal of Academic Research and Development
ISSN: 2455-4197, Impact Factor: RJIF 5.22
www.academicsjournal.com
Volume 2; Issue 4; July 2017; Page No. 314-325

Management perspective on low productivity and related causative factors: A study on Indian apparel manufacturing industry

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Abstract
Inefficiency to utilize the optimum potential of available resources is a fact in majority of organizations in South Asian countries. The reasons behind this low productivity are specific to the industry type and dependent on various factors leading to the socio economic conditions of that particular country. This study focused on the identifying the various reason for low productivity and effect of prime factor on other factors which leads to low efficiency level in the organizations with reference to the Indian Apparel Manufacturing Organization. The efficiency of an apparel manufacturing organization may be affected by the low technology level, high labour turnover rate, criticality of design, supply chain management, communication gap and other factors. High employee separation from an organization may restrict the efforts to attain organizational objectives. The low technology level would reduce the efficiency level of worker and criticality of design would demand for high skill operators. Also, when an organization separates a high skilled employee, the effects on team work, innovation, service to customers and delivery of services to clients may be adversely affected. The quantitative research design approach is used, which allowed the researcher to use structured questionnaires in collecting data. The study found that HR practices & labour turnover is the prime for productivity loss in the Indian apparel industry followed Resource & infrastructure problem. Turnover, however, had dual effects on the organization; positive and negative effects. Whiles employee turnover introduced new ideas and skill into the company; it's also led to difficulties in attracting new staff. To reduce the rate of turnover, management should review condition of service for employees; and also ensure that the working environment is conducive.

Keywords: productivity, efficeiency, hr practice & labour turnover, criticality of design, infrastructure problem, apparel industry

Introduction

Overview to Indian Apparel Industry

The textile and apparel industry can be broadly divided into two segments - yarn and fibre, and processed fabrics and apparel. It contributes 14 per cent to industrial production and 4 per cent to GDP. With over 45 million people, the industry is one of the largest sources of employment generation in the country. The industry accounts for nearly 13 per cent of total exports. India accounts for approximate 14 per cent of the world's production of textile fibres and yarns (largest producer of jute, second largest producer of silk and cotton, and third largest in cellulosic fibre). India has the highest loom capacity (including hand looms) with 63 per cent of the world's market share. The domestic textile and apparel industry in India is estimated to reach US$ 141 billion by 2021 from US$ 86 billion in 2016. Increased penetration of organized retail, favorable demographics, and rising income levels are likely to drive demand for textiles. India is the world's second largest exporter of textiles and clothing.

Textile and apparel exports from India are expected to increase to US$ 82 billion by 2021. Readymade garments remain the largest contributor to total textile and apparel exports from India, contributing 40 per cent to total textile and apparel exports. Cotton and man-made textiles were the other major contributors with shares of 31 per cent and 16 per cent, respectively. Rising government focus and favorable policies is leading to growth in the textiles and clothing industry. The Ministry of Textiles is encouraging investments through increasing focus on schemes such as Technology Up-gradation Fund Scheme (TUFS). To promote apparel exports, 12 locations have been approved by the government to set up apparel parks for exports. As per the 12th Five Year Plan, the Government plans to provide a budgetary support of US$ 4.25 billion to textiles. Free trade with ASEAN countries and proposed agreement with European Union will also help boost exports.

Background to Problem statement

The apparel sector has over 25,000 domestic manufacturers, 48,000 fabricators and around 4,000 manufacturers/ exporters. Over 80 per cent (around 3200) of the total units are small operations (less than 20 machines) and are either proprietorship or partnership firms. Since the SSI sector availed various fiscal and other tax incentives, it encouraged fragmentation of the garment industry. This in turn adversely affected the setting up of large-scale production capacity and also the modernization of the sector. Even export oriented units in terms of size compared unfavorably with international standards. An average firm in India was found to have only 119 machines compared to 698 in Hong Kong and 605 in China (Verma 2002). Low level of operation has seriously constrained the technological upgradation of the

sector. A study by NIFT (1999) found that in the export sector only 21 per cent manufacturers used modern technology even by Indian standards and 70 per cent between modern technology by Indian standard and primitive technology. Only 17 per cent owners had world class plants. As expected, in the domestic sector the situation was worse. Here only 9 per cent factories are modern by the Indian standard and none of them had world class plants. This has seriously affected the productivity of capital as well as labour in the garment sector. Productivity measured per machine per day in terms of number of blouses in India was found to be only 10.2, compared to 20.6 in case of Hong Kong (Verma 2002). A worker in an Indian factory typically makes 6-7 shirts whereas the one in Sri Lanka, Nepal or Dubai makes as many as 22 to 32 shirts a day. According to a study by Mckinsey (2001), the productivity of labour in the Indian apparel industry (measured as men's shirt produced per hour) is only 16 per cent of the US level. The study linked this to a number of factors like, HR practices & labour turnover, poor organization of functions and tasks, lack of viable investments in technology and low scale of operation etc. In backdrop of all these problems, the garment and made up sectors account for only around 15 per cent of the valued added in the textiles sector in spite of high value added potential of this sector as compared to other textile sectors (EPW 2002).

Review of Literature

Productivity is defined as a measure of quantifying the output against the amount of input. It expresses the relationship between the quantity of goods and services produced (output) and the quantity of labour, capital, land, energy, and other resources to produce it (input) (Zandin, 2001). The only meaningful measure of industrial competitiveness is productivity (Khurana & Talbot, 1998) and hence this topic is widely discussed especially in the manufacturing sector due to its solid link to the organisational profitability. Consequently, there is a range of research studies taken place across the world to identify the various reasons for low productivity the productivity.

Productivity and Productivity Improvement: Concept

Productivity is the ratio between output and input. It is quantitative relationship between what we produce and what we have spent to produce. Productivity is nothing but reduction in wastage of resources like men, material, machine, time, space, capital etc. It can be expressed as human efforts to produce more and more with less and less inputs of resources so that there will be maximum distribution of benefits among maximum number of people. Productivity denotes relationship between output and one or all associated inputs. European Productivity Council states that Productivity is an attitude of mind. It is a mentality of progress of the constant improvement of that which exists. It is certainty of being able to do better than yesterday and continuously. It is constant adoption of economic and social life to changing conditions. It is continual effort to apply new techniques and methods. It is faith in human progress". In the words of Peter Drucker productivity means a balance between all factors of production that will give the maximum output with the smallest effort. On the other hand, according to International Labour Organisation productivity is the ratio between the volume of output as measured by production indicates and the corresponding volume of labour input' as measured by production indices and the corresponding volume of labour input as measured by employment indices. This definition applies to an enterprise, industry or an economy as a whole. The productivity of a certain set of resources (input) is therefore the amount of goods or services (output) which is produced by them. Land and building materials, machines, manpower (labour), technology etc. are the resources at the disposal of a manufacturing company. Therefore higher (improved) productivity means that more is produced with the same expenditure of resource i.e. at the same cost in terms of land, materials, machine, time or labour, alternatively, it means same amount is produced at less cost in terms of land, materials, machine time or labour that is utilized. In countries where capital and skill are short, while unskilled labour is plentiful and poorly paid, it is especially important that higher productivity (improved) should be looked for by increasing the output per machine or piece of plant or per skilled worker. Improving productivity means increasing or raising productivity with the help of using same amount of materials, machine time, land, labour or technology. The following examples of each type of productivity may make improved or higher productivity meaning clearer. Improved productivity of land: If by using better seed, better methods of cultivation and more fertilizer, the yield of corn from a particular hectare of land can be increased from 4 quintals to 6 quintals, the productivity of that land, in the agricultural sense is increased (improved) by 50 percent. The productivity of land used for industrial purposes is said to have been increased if the output of goods or services within that area of land is increased by whatever means. 2. Improved productivity of materials: A skilled tailor is able to cut 12 suits from a bale of cloth where an unskilled labour is able to cut only 10 suits from a bale of cloth, then the productivity of the bale used by skilled worker is 16.6 percent greater than unskilled labour. 3. Improved productivity of machines: A machine tool is producing 90 pieces per working day (i.e. 8 hours). Considering that through the use of improved cutting tools, the output is increased to 120 pieces, then the productivity of that machine will be increased by 33.33 percent. Improved productivity of Men (Labour): The worker is producing 32 plates per hour. Considering that with the improved methods of work, he will be able to produce 42 plates per hour, then productivity of worker will be improved by 31.25 percent. Thus it can be said that more output results into higher productivity or improvement from same amount of resources which means lower money costs and higher net money returns per unit of output. Another productivity concept known as Japanese Holistic View of Productivity explains productivity as a comprehensive holistic phenomenon encompassing all elements required to improve products/ services (output). Productivity in the future must be concern itself with seeking affluence

of a kind which will provide people with material wealth as well as spiritual satisfaction. Also the outputs particularly in the form of physical pollution must be controlled in the context of increasing concern of society for clean environment and sustainable development. To improve productivity products must be designed to satisfy customer need with optimum consumption of resources without generation of waste in the manufacturing process.

Low Productivity: Possible Reason

In addition to review of literature, the brain storming session with industry experts were also conducted to identify the various reasons for productivity loss in Indian Apparel industry. The factors identified for productivity loss are as below:

A. No Work Aid: The work aids that are used during sewing operations can be categorized in a number of different ways and they vary in the aspect of their overall purpose that they emphasize some otter greatly increased the speed of working in a situation where quality is already satisfactory. Others give a very little improvement in productivity but the great accuracy of sewing. In terms of their function, the commonest ones are used for guiding or folding materials for trimming threads and other components from garments and for stacking the work after sewing. In terms of their method of working some are purely mechanical, some operate pneumatically, some are photoelectric and some are electronic, some are built into the machine such as a special monitor, some are a variation of a normal machine part such as a special presser foot, and some are a completely separate added part. Guides are used where sewing must take place in a certain position on a garment, usually a certain from a raw edge as in a conventional superimposed where a narrow item such as a lace or braid must be correctly positioned on a garment and where one garment part must be correctly placed on another such as a patch pocket on a shirt skirt or trousers. In their simplest form, they are edge guides, formatting some kind of physical barrier to the fabric being joined together. The extra machine parts which may attach to speed up the production and improved quality in the sewing machine are called work aid.

B. Low Technology Level: Technology adoption has emerged as an important determinant of competitiveness in recent global trade. Gaining competitiveness in the quota free trade became a driving force for the garment firms to adopt technologies. However, there has not been much research focused on technology adoption of a firm, especially in the garment manufacturing industries in developing countries. Very little is known about the status, activities, and organizational factors that affect the scope and the level of technology adoption by garment manufacturers. The purpose of this study is to investigate the status and the effects of organizational factors on the level of technology adoption within the context of the Indian garment industry. Specifically, this study focuses on the effect of firm size, export orientation, top management's commitment, cost of capital, technical skills, and competitive advantage.

C. Production System: The production process involves myriad steps and depends on the talent and skill of many individuals. It is a team effort. Apparel making is not conductive precision mass production. Frequent style changes and varying degrees of fabric work ability force continual adjustment in the manufacturing process standardized equipment is difficult to design and implement and production is therefore dependent on skilled workers. An apparel production system is an integration of material handling, production processes, personnel and equipment that direct work flow and generates finished product.

D. Non Availability of Skilled Manpower: Since the future of the textile and garments sector is based on the production and export of Apparels items, there is a need to focus on the development and growth of this segment of the sector in order to make available the skilled work force. Deficiency in availability of skilled workers is a major problem particularly in the garment industry. Traditional manually operating skills are ineffective in modern garment industry. Shortage of these skills is affecting production and productivity of garment industry in particular

E. Low Salary: The garment industry is one of the oldest and largest export industries. The industry exemplifies the challenges associated with global manufacturing: low wages, "flexible" contracts and sweatshop conditions. Informal garment and textile workers often experience isolation, invisibility and lack of power, especially those who produce from their homes.

F. No Training: The apparel exports house pay very less attention on the issue of training of existing worker. The refresher courses for skill development are not a routine part of the company policies. The workers are continuously doing a job from years on years that lead to frustration in the employees.

G. Work Environment: The work environment of apparel factory is very conducive. The explosion in the volume of orders has not led to the necessary adaptation of production capacities. This has provoked strong pressure on working conditions, as reported by NGOs. And despite growing unrest from workers, which has led to strikes and protests in several countries, often repressed as in Cambodia and in Bangladesh, their main achievement has been slight increases in the minimum wage, which remains still far below a living wage. Workers often have to perform their tasks under "sweatshop" conditions. They work long hours every day, sometimes without even a weekly rest day, and are often not paid for overtime. Many of them do not have a regular contract. In recent years, wages for garment workers in the majority of Asian countries have fallen in real terms, except in China. The gap between prevailing wages – the wages paid in general to an average worker – and living wages for garment workers in these countries has widened.

H. Absenteeism & Turnover:
Employee absenteeism is a common problem in the a pparel sector in Sri Lanka. There are many research s tudies done at the organizational level. However, ther e are no proper
studies done to reveal the real problem of the employee absenteeism in this sector. Therefore, the problem of study is: what are the sources of employee absenteeism in the apparel sector. Then, the objective of the study is to find out the sources of employee absenteeism in the apparel sector in India. 150 operational level employees were the sample of the study and sampling method was random sampling. The responses were selected from ten organizations and all organizations were either medium or large scale organizations. There were 36 questions relating to eighteen sources of employee absenteeism asked from the sample and primary data were analyzed by using univariate analysis techniques. According to the research findings, there are six factors do not affect the employee absenteeism while other factors such as job satisfaction, statues, working conditions, working hours, ability to present different skills, illness, private life matters, marriage, leave policy, participation of decision making, and organizational policy factors which affect employee absenteeism

I. Low Social, Health & Medical Security: Systemic hazardous conditions3 represent a common feature of many factories in this sector. The rapid expansion of the industry has led to the adaptation of many buildings, built for other purposes – residential, for instance – into factories, often without the required permits. Other plants have had extra floors added or have increased the workforce and machinery to levels beyond the safe capacity of the building. Lack of appropriate protective equipment, old and outdated wiring at risk of short circuit (a major cause of fires), and non-existent or outdated fire extinguishing facilities are often reported in these overcrowded workplaces. Fire exits are often deliberately blocked by factory owners, and windows even barred, thus increasing the death toll in accidents.

J. Fabric Handling: The raw material is prone to changes as fashion changes very fast. In a same season, the worker have to do work on all type of raw material like Light weight, medium weight and heavy weight. The handlings of the light weight fabric become very difficult for the operators and they try to shift to the factories who deal with medium or heavy weight fabric.

Table 1: The various factors derived from the literature review and brain storming with industry experts leading to low productivity in apparel industry may be tabulated as below

Head - Factor	Resource & Infrastructure Problem	HR Practice & Labour Turnover	Criticality of Design	Supply Chain Management	Communication Problem	Any Other
Minor Factor	No work aid	Low Salary	Fabric handling	Delay in Fabric	Delay in order confirmation	
	Low Technology Level	No Training	Sewing Difficulty level	Delay In Trim	No on time information	
	Production System	Work Environment	Complex Design	Vendor Problem		
	Cost of advance machinery	Absenteeism	Small Parts in Apparel			
	Non Availability of Skill manpower	Turnover				
		Low Social Security				
		Medical Facilities				

Impact of employees' turnover on organization efficiency

Increased Customer Dissatisfaction According to Homer (2007) states that staff turnover is costly and disruptive. It reduces the outputs and is disruptive as it requires the schedules and programmes to be modified. It causes the organization to lose a lot of money because they have to employ other staff to come and help. There are a number of reasons that contributes to the rate of turnover in companies and they vary. They both stem from the company the employees. Turnover is a very expensive aspect to companies, the reason the employers gives it importance (Oregon, 2004). According to Namhoon (2009), Employers incur considerable direct and indirect expenses when employees leave the company. Among other costs, they include, advertisement, headhunting fees, resource management expenses, time and efficiency and cost of training and development. The company needs to frequently examine the costs of turnover and 16 create mitigation. If the company determines the most common causes of employee turnover, it would certainly be able to take the necessary steps for recruiting and retaining well-qualified personnel. According to Miller (2006) employee efficiency is an outcome of the employee's knowledge, capability, motivation, workplace environment, etc. Generally, efficiency is defined as "output gained from the fixed amount of inputs". Likewise, employee efficiency is the output gained by the inputs of the employee, with a goal to bring out profit to the company and to the employee himself. Enhancing an employee's efficiency is not only dependent on the inputs of the employee, but also by the aid provided by the organization and the nature of workplace environment. According to Catano, Darr & Campbell, (2007) measuring employee efficiency is to calculate an employee's qualitative and quantitative work, it can be

calculated on a monthly basis, yearly basis or by daily assessment. Before measuring an employee's efficiency, it is necessary to determine what are outputs to be measured (Cascio, 2003). According to Duncan (2008) if an employer expects too much output from the employees, they will find shortcuts to achieve the expected benchmark and as a result, quality will suffer. Conversely, if less efficiency is expected, the company's overall performance will decline because of inefficient use of available resources (Buttrick,2009).If a manager wants to measure employee's efficiency in the organization, he needs to know how to use certain basic software tools such as bar graph, pie chart, spreadsheet (Horton, 2007). Blashka (2007) contended that efficiency is linked to employee morale. When employees are happy at work they have more motivation, which increases efficiency. Poor morale causes employees to be disengaged. A study done by the Corporate Executive Board says that because employee engagement is down there has been a 5% decrease in efficiency. If employees are not given the proper resources to do their jobs easily and efficiently, their efficiency will suffer. QuoStar Solutions, a technology consulting service, states that innovative technology is one way that employers can boost efficiency. Having automated, electronic processes for certain tasks can free up employee time so that they can maximize their efficiency with other tasks. There are ways to tackle low efficiency. According to Tech 17 Republic, efficiency can be combated by installing monitoring software that tracks what employees do all day long. This will eliminate wasted employee hours spent surfing the Internet or talking to friends over email and instant messaging (Blahna, 2005).

As the labor market continues to tighten, employers are increasingly concerned about maintaining a stable workforce. They need competent, dedicated, and effective workers to serve their customers to fulfill their missions. Without a sufficient qualified and productive workforce, employers are vulnerable to competitive forces as well as the impact of negative relationships with their customers. It is frustratingly difficult to find, recruit, and hire the caliber of employees that companies desire today (Gupta, 2008). Stability in a company's workforce has a number of advantages for the company's health, for workers, for customers, for suppliers, for investors, for the industry, and for the economy at large. If the workforce is stable, management can invest its energy in moving the company forward. Leaders are not distracted by the need to continually hire new (replacement) employees, so they can concentrate on product/service development, marketing, quality and process improvement, and investment of surplus funds. They aren't required to staff their human resources department to feed "the revolving door. Stable workforce employers have a greater potential of strong profits (Edwin, 2005). Dempsey (2003) asserts that staff turnover may have devastating effects on service rendered by the organization and these may bring deficits in meeting customer demand. This leads to customer irritation and increase in complaints. Dubois (2004) states that organizations that create work environments that attracts, motivate and retain hard working individuals will be better positioned to succeed in a competitive environment that demands quality and cost efficiency. Edwin, (2005) also agree that it is critical to understand that interdependent relationship exists between employee satisfaction and customer satisfaction and that the organization needs to focus on both these components.

Increase in work load for employees Horton, (2007), states that the escalation in the rate of labor turnover is a major concern for businesses and is clearly impacting on organizational performance. High level of stress leads to employees making unnecessary mistakes/accidents and low morale leads to them not caring about what they do. Staff turnover breaks the team spirit and group cohesion, which is necessary for the successful and smooth running the business. Gupta (2008) states that "the real cost of staff turnover leads to lowered morale among other employees who must shoulder the workload, lost revenue from sales not made, the loss of customers who fled to competitors for better service". The morale of staff may be lowered because work overload, overtime work, substitute personnel and working with fewer staff than required is problematic. This causes an increase in errors during the performance of activities and results in poor service.

Methodology

The research methodology adopted in this paper includes a critical review of current literature and a survey. The structured questionnaire was selected as a primary data collection tool and target population was junior executives and middle management levels of the manufacturing organisations as they are normally responsible for directing the workforce and initiating the changes in the organisation. While workers are an essential component of change, the present research clearly tried to consider productivity issues and the related factors from an organisational and management viewpoint. The research questionnaire facilitated the respondents to reflect the different primary causes affecting the productivity on their point of view and to rate the importance of each 386 primary cause that limits the level of productivity. The questionnaire comprised with two sections namely respondents' background information and primary causes for low productivity which were identified based on the previous literature, together with input and modifications by academic experts. The participants were asked to indicate their response based on the five points Likert scale. Before administering the questionnaire, a pilot study was conducted with a sample of five participants from the industry. The main purpose of the pilot study was to verify the completeness and practicality of the questionnaire in capturing the factors relevant in Indian context.

Survey Findings and Analysis

This Chapter will discuss on the identifying the factor responsible for productivity loss in the apparel industry, designing of questionnaire and understanding the impact of labour turnover on other activities of industry. To ascertain the various factors responsible for productivity loss, the discussion with industry experts, faculty and

secondary data will be used. The apparel sector has over 25,000 domestic manufacturers, 48,000 fabricators and around 4,000 manufacturers/ exporters. Over 80 per cent (around 3200) of the total units are small operations (less than 20 machines) and are either proprietorship or partnership firms. Hasan and Jandok (2013) have carried the investigation further and they find that in India the shares of micro and small enterprises, medium and large enterprises in manufacturing employment were 84, 5.5 and 10.5 per cent respectively. Hence the total medium and large size export house in India is around 800. The sample size was selected at 95 % confidence level and 5 % Error. The sample size derived from the formula is 384 for Employer survey.. The closed ended question was designed for the convenient of conclusion. The questionnaires were circulated to all senior level manager/ employer by personal meeting to approximate 600 industries. In response to this 386 valid response were collected and received.

Analysis of Data

The analysis of data is one the most important part of a research. The data can be analysed manually or with the help of software. The manual analysis of the data may lead to ambiguity in result. The researcher fell that the software for the data analysis may be used. The renowned software for data analysis is Statistical Package for the Social Sciences SPSS and AMOS.

What is Statistical Package for the Social Sciences (SPSS)?

SPSS is a Windows based program that can be used to perform data entry and analysis and to create tables and graphs. SPSS is capable of handling large amounts of data and can perform all of the analyses covered in the text and much more. SPSS is commonly used in the Social Sciences and in the business world, so familiarity with this program should serve you well in the future.

What is Analysis of Moment Structure (AMOS)?

AMOS is statistical software and it stands for analysis of a moment structures. AMOS is an added SPSS module, and is specially used for Structural Equation Modelling, path analysis, and confirmatory factor analysis. It is also known as analysis of covariance or causal modelling software. AMOS is a visual program for structural equation modelling (SEM). In AMOS, we can draw models graphically using simple drawing tools. AMOS quickly performs the computations for SEM and displays the results.

Researcher has used SPSS for analysis of data and derived the below result. The questionnaire has two parts A & B. The analysis of the data has been done separately for both the parts. The part A has majorly focused on identifying the major factor responsible for the productivity loss in the Indian Apparel Industry and part "B" focuses on the effect of labour turnover on the various dynamics / working of the Indian Apparel Industry. The various factors in part "A" has been derived upon by panel discussion, interview with industry experts and professor teaching the subjects related to production management and organisational behaviour in renowned Fashion institute of India.

Table 2: Analysis of Part "A" of Questionnaire

Descriptive Statistics				
	N	**Sum**	**Factor**	**Mean**
	384	1464	Resource & Infrastructure Problem	3.81
	384	1933	HR Practice & Labour Turnover	5.03
	384	1330	Criticality of Design	3.46
	384	1370	Supply Chain Management	3.57
	384	1173	Communication Problem	3.05
Valid N (list wise)	384	786	Any Other	2.05

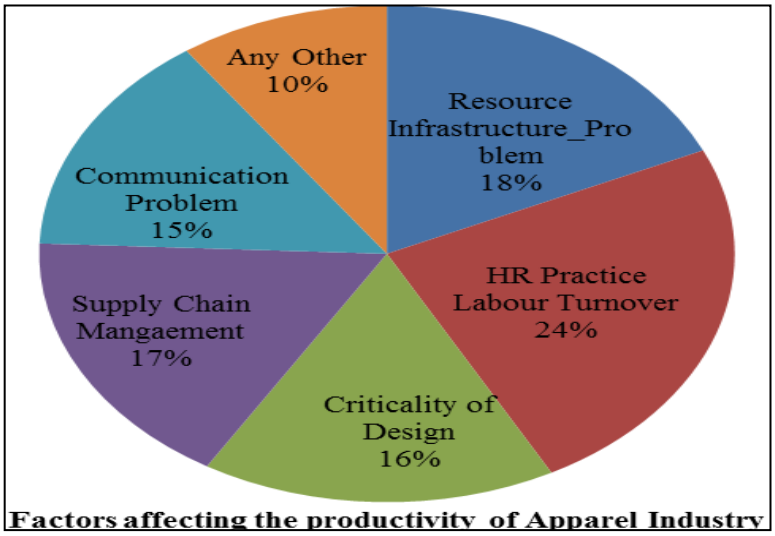

Fig 1: The graphical representation of the above data may be presented as below in figure

From the above table and pie chart, it is derived that HR Practice and Labour Turnover is the prime factors for the productivity loss in Indian Apparel industry.

Further the frequency of each factor (total Six) was also derived to understand the number of responses who has given rating six to each factor.

Table 3

A. Resource Infrastructure Problem					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	25	6.5	6.5	6.5
	2	58	15.1	15.1	21.6
	3	84	21.9	21.9	43.5
	4	71	18.5	18.5	62.0
	5	89	23.2	23.2	85.2
	6	57	14.8	14.8	100.0
	Total	384	100.0	100.0	

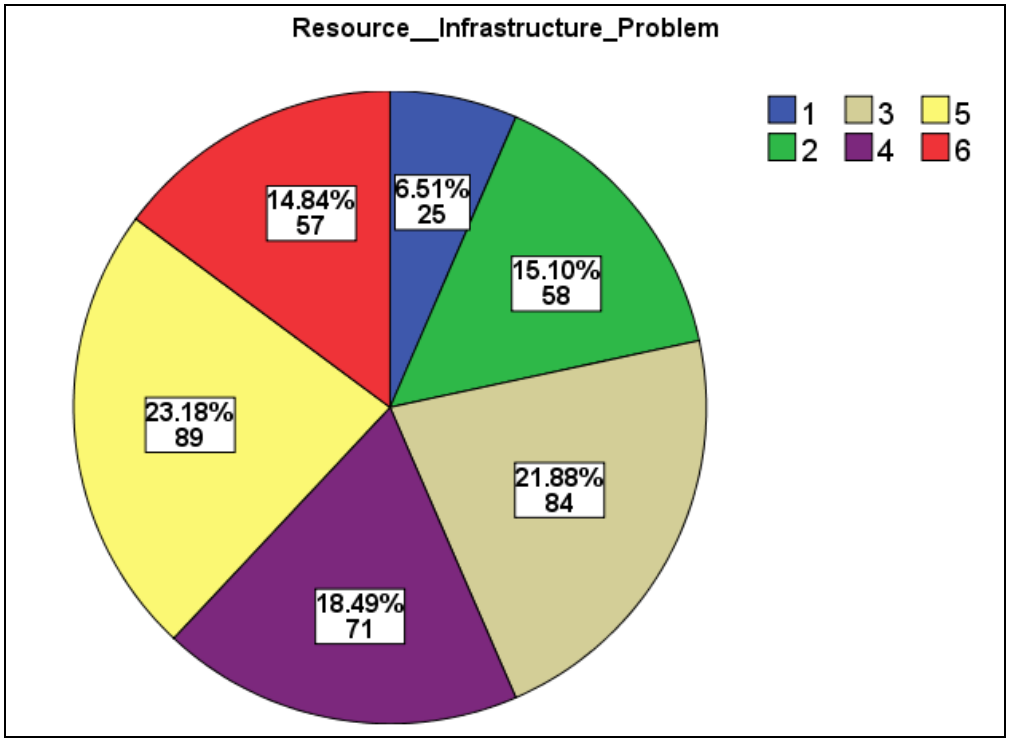

Fig 2: The 57 (14.84%) respondents out of 384 have given Resource & Infrastructure problem six rating.

Table 4: HR Practice Labour Turnover

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	2	.5	.5	.5
	2	1	.3	.3	.8
	3	33	8.6	8.6	9.4
	4	92	24.0	24.0	33.3
	5	74	19.3	19.3	52.6
	6	182	47.4	47.4	100.0
	Total	384	100.0	100.0	

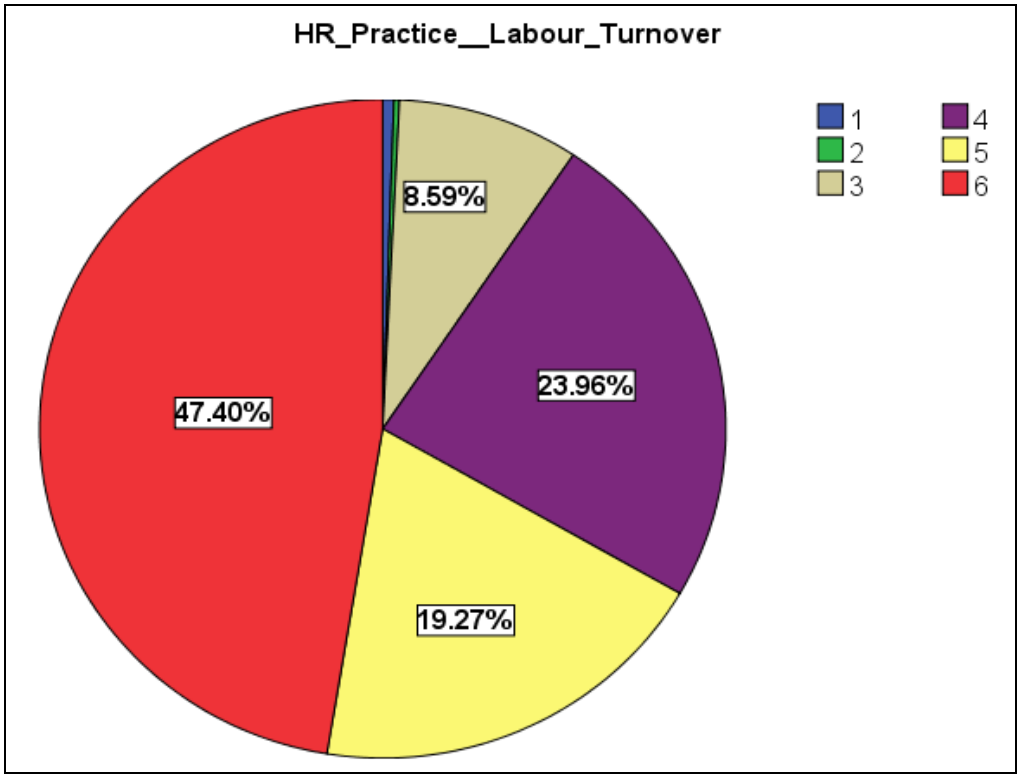

Fig 3: The 182 (47.40%) respondents out of 384 have given HR & Labour Turnover problem six rating.

Table 5

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	26	6.8	6.8	6.8
	2	79	20.6	20.6	27.3
	3	105	27.3	27.3	54.7
	4	75	19.5	19.5	74.2
	5	63	16.4	16.4	90.6
	6	36	9.4	9.4	100.0
	Total	384	100.0	100.0	

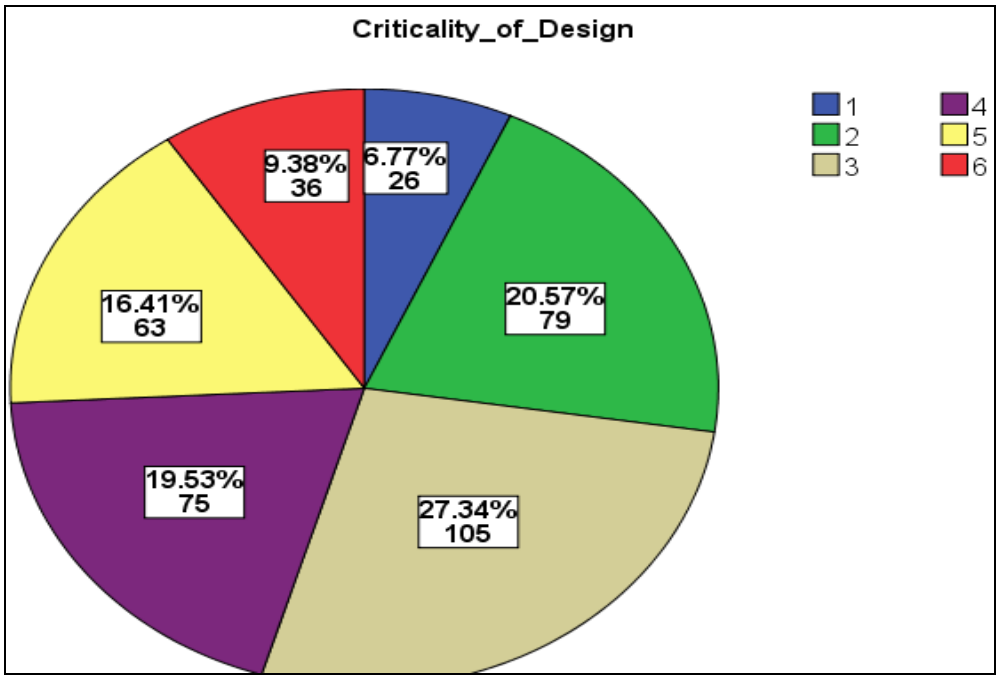

Fig 4: The 36 (9.38%) respondents out of 384 have Criticality of Design factor problem six rating.

Table 6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	40	10.4	10.4	10.4
	2	71	18.5	18.5	28.9
	3	78	20.3	20.3	49.2
	4	72	18.8	18.8	68.0
	5	72	18.8	18.8	86.7
	6	51	13.3	13.3	100.0
	Total	384	100.0	100.0	

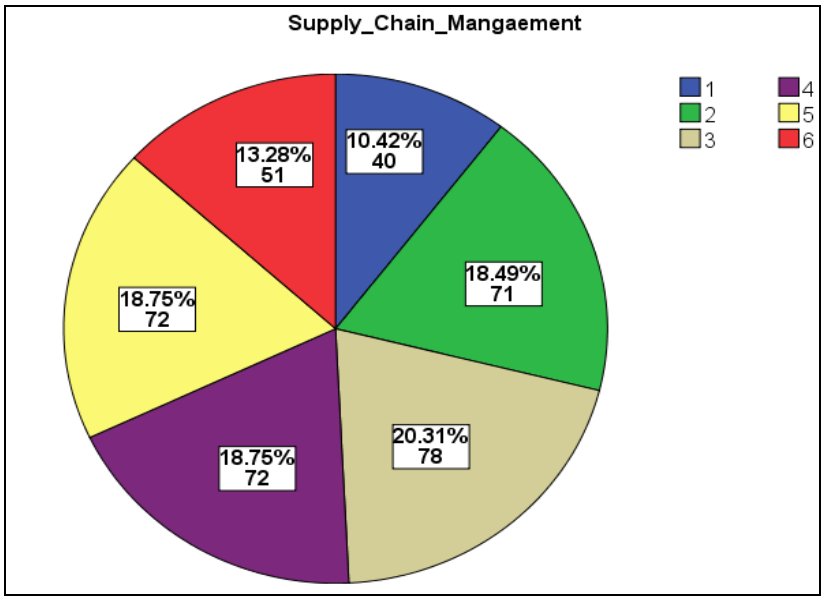

Fig 5: The 51 (13.28%) respondents out of 384 have Supply Chain Management factor problem six rating.

Table 7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	55	14.3	14.3	14.3
	2	127	33.1	33.1	47.4
	3	62	16.1	16.1	63.5
	4	56	14.6	14.6	78.1
	5	50	13.0	13.0	91.1
	6	34	8.9	8.9	100.0
	Total	384	100.0	100.0	

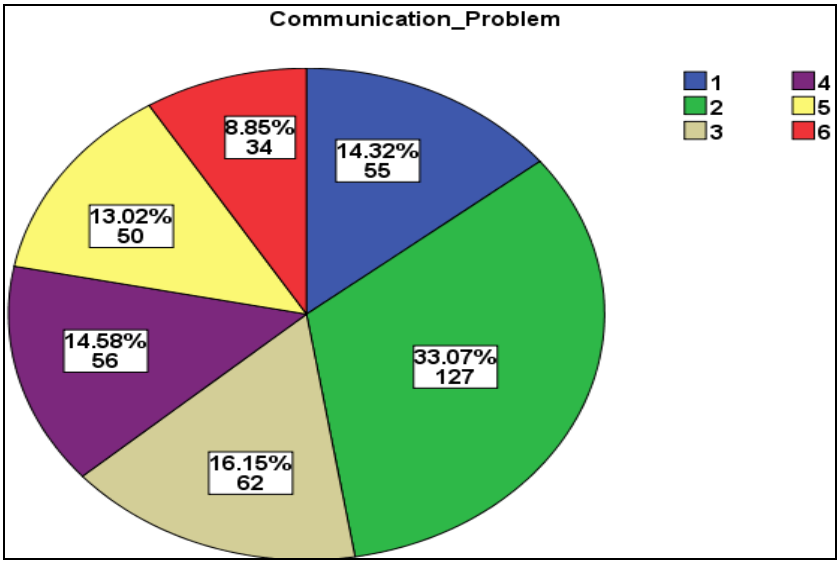

Fig 6: The 34 (8.85%) respondents out of 384 have given Communication Problem factor problem six rating.

Table 8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	235	61.2	61.4	61.4
	2	49	12.8	12.8	74.2
	3	22	5.7	5.7	79.9
	4	20	5.2	5.2	85.1
	5	35	9.1	9.1	94.3
	6	23	6.0	6.0	100.0
	Total	384	100.0	100.0	

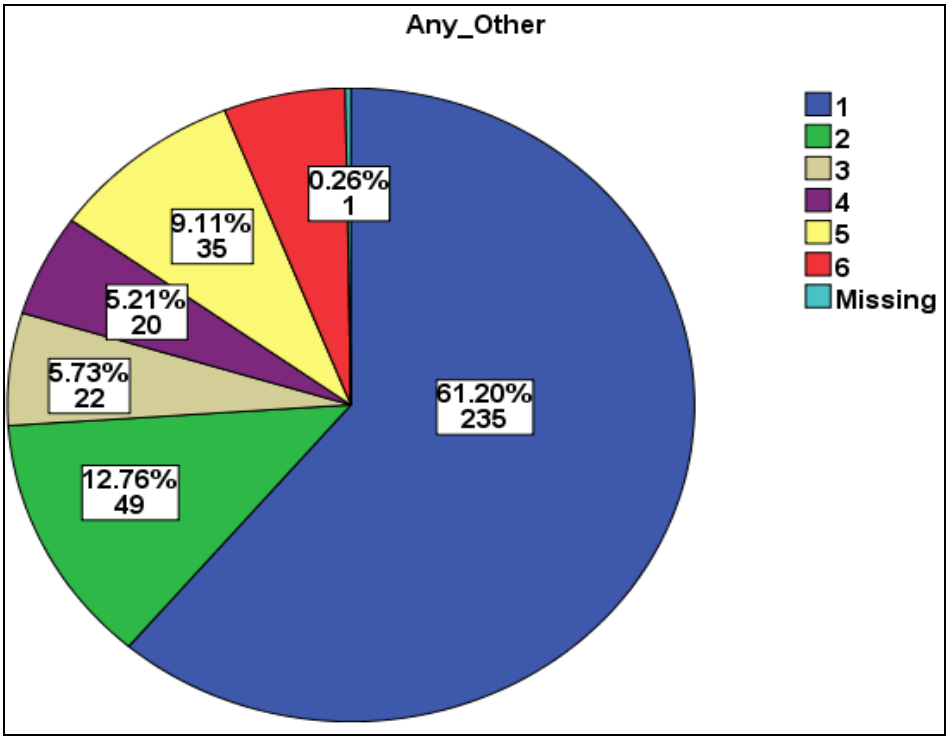

Fig 7: The 1 (0.26%) respondents out of 384 have given Any Other factor problem six rating.

Analysis of Part "B" of Questionnaire

The part "B" of the questionnaire asses the various impact of labour turnover on the functionality of various departments. The functionality of the all department of a manufacturing facility gets adversely affected by the HR Practices and Labour Turnover.

Affect of Labour turnover on Apparel Industry

Table 9: Descriptive Statistics

	N	Sum	Affect	Mean
	384	1509	WoR (Wastage of Resource)	3.93
	384	1474	RP (Reduction in Poverty)	3.84
	384	1399	RQ (Reduction in Quality)	3.64
	384	1348	NMD (Not Meeting Deadline)	3.51
	384	1270	LoC (Loss of Customer)	3.31
	384	1405	IWL (Increase in Workload)	3.66
	384	1437	WS (Increase in Work Stress)	3.74
	384	1382	OT (Increase in Overtime)	3.60
	384	1431	RTW (Reduce Team Work)	3.73
	384	1528	Increase in Training cost	3.98
Valid N (list wise)	384			

The table shows that all the parameter contained in the questionnaire are equally adversely affected by the HR Practice & labour Turnover. The mean value of the all the parameters is stand in a range bound manner from 3.51 – 3.98. In order to improve the productivity all the parameter mentioned should be controlled and to control the above parameter, if a factory improved its HR practices and control the labour turnover, the organization will be in a condition to achieve the desired goal of improving the productivity. The graphical representation of the above table may understand from below figure.

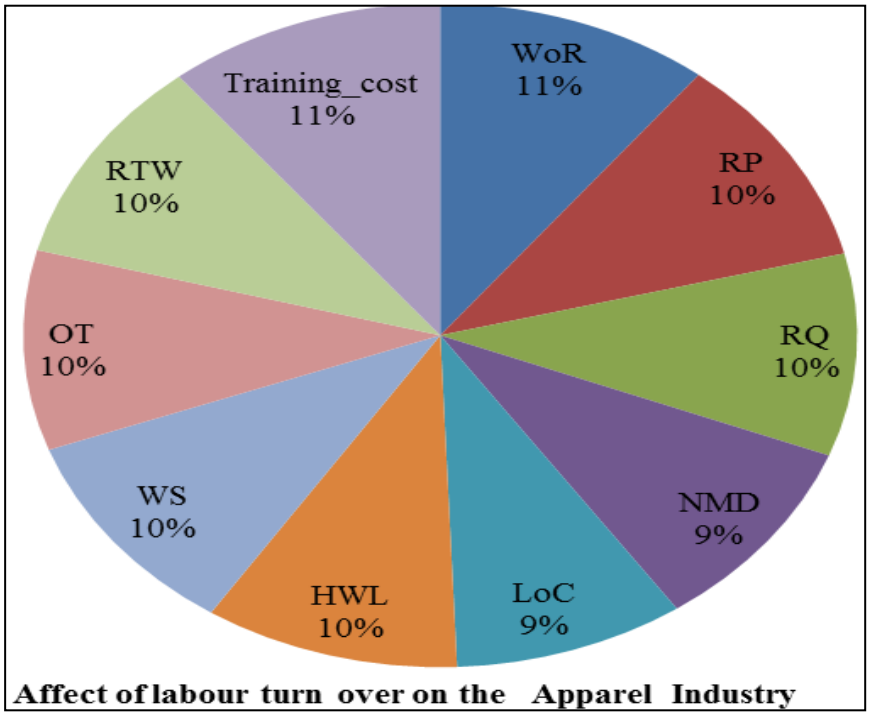

Fig 8

Findings

A. The 47.40% of the respondents has given 6 rating to HR Practice & Labour Turnover which proves that HR Practice & Labour Turnover is being considered as most important factor for Productivity loss in the Apparel Industry by the Employer or Higher Level Manager. The below comparative table

Table 10

S. No	Factor	Percentage Highest Rating (6)
1	RESOURCE & INFRASTRUCTURE PROBLEM	14.84%
2	HR PRACTICE AND LABOUR TURNOVER	47.40%
3	CRTICALITY OF DESIGN	9.38%
4	SUPPLY CHAIN MANAGEMENT	13.28%
5	COMMUNICATION PROBLEM	8.85%
6	ANY OTHER	0.30%

B. 24% of the Total Population size has considered HR Practice & Labour Turnover as most prime factor & second prominent factor derived from the survey is Resource & Infrastructure Problem with 17% of the total Population.

C. Labour Turnover adversely affects the all the dynamics of Apparel Industry viz. Resources Utilization, Work Productivity, Quality, Shipment Time line, Customer, Work Load, Overtime, Team Work and Training Cost.

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