

EMPLOYEE STRATEGIC RETENTION: A CHALLENGE FOR LABOUR INTENSIVE INDIAN APPAREL INDUSTRY

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ABSTRACT

The incompetency of a manufacturing organization to utilize the available resources up to maximum output is a truth for most of the Indian apparel manufacturing organization. The absolute reason for low productivity varies from one industry to another and is dependent on various social & economical elements of that particular country. In a country itself, the social & element factors vary from one zone to another. India being a most diversified culture country, the preferences of people towards jobs satisfaction vary from one end to another end of the country. This study focuses on employee preference towards job stability in various apparel dominance manufacturing region of India like North, south and west zone. The output of an apparel manufacturing company may be affected by the low level of technology, higher turnover rate of labour, complexity in design, supply chain management, communication problem and other factors. The Maslow theory of needs has been used to identify the requirement to be fulfilled by a particular zone to make it more attractive for the workers so that the level of retention may be increased. 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 a highly skilled employee separates from an organization, this will effects on team work, services to consumer, innovation and due to which the service delivery to clients may be adversely affected. The quantitative research design approach is used, and a structured questionnaire was shared amongst the employees of the various zone viz. South, North and West zone to collect the data. The study found that the preferences of employees towards retention vary from one zone to another. The finding supports the diversity of Indian work culture requirement. The Turnover, however, had both positive and negative effects on the organization efficiency. In one hand, Employee turnover brings new ideas and capabilities into the organization; in other hand, it make difficult for companies to recruit new staff. To control the turnover rate, it is must for management that facilities for employees should be reviewed frequently; and also makes sure that working environment is healthy, safe and conducive.

Key Words: Retention, Efficiency, HR Practice & Labour Turnover, Infrastructure problem, Apparel Industry

INTRODUCTION

Overview to Indian Apparel Industry: In general, the textile and clothing is segmented in two parts - yarn & fibre, and finished fabrics & packed apparel. The Textile & apparel industry have a share of 14 % to Indian industrial production and contributes 4 % to GDP. With over providing employment to 45 million people, this industry is second biggest employment provider in the country after agriculture. The industry contributes approximately 13 per cent to total exports from India. India has a share of around 14 per cent in the global production of fibers and combed & carded yarn. The loom capacity (Power loom & Handloom) is highest in India and it contributes around 63 per cent in the total global output of the looms production. The domestic share of textile and clothing sector is growing at a very fast pace in India and expected to touch US\$ 141 billion by 2021

from current level of US\$ 86 billion. With Increased market of organized retail, positive demographics, and rising per capita income are the key driving factors for demand of textiles.

The export of textile & apparels from India is also increasing and expected to touch US\$ 82 billion by 2021. The sewn garments are the majorly contributing to total exports of textile & apparels from India and have a share of around 40 per cent in total exports from the category. Man- made textiles and cotton textiles are the other key contributors with respectively shares of 16 per cent and 31 per cent. With government key focus and favorable constructive policies the textiles and clothing industry is getting benefits and exports of textile industry are increasing every year. The Textile Ministry of India is facilitating various investment schemes such as Skill India, Technology Up-gradation Fund

Scheme (TUFS) to boost the sector. To further increase the exports of apparel from India, 12 new apparel parks have been proposed by the government in various cities in across India. In the 12th Five Year Plan, the Government had given main thrust on this sector and proposed monetary benefits of US\$ 4.25 billion to the industry. The proposed & approved Free trade agreement with ASEAN countries and a agreement projected with European Union will improve the exports of textile and apparels from India.

BACKGROUND TO PROBLEM STATEMENT

The Indian apparel sector is constituted by the around 4000 export oriented unit, 25,000 domestic oriented manufacturers, 48,000 sub contractors. More than 80 per cent (around 3200) of the total export oriented units are at small operative levels and have a capacity of upto 20 machines only. These type of small operatives are established either partnership or proprietorship firms. Since the schemes for small scale industry (SSI) sector are provided with various fiscal and tax incentives, it motivates the businessman to set up he garment industry in a fragmentation. In turn, the setting up of large scale industry or vertical integrated plants is adversely affected due to SSI scheme and leads to low technology level the sector. Even the export oriented units of Indian clothing industry are comparatively small in size in terms with global competitors like China, Indonesia or Sri Lanka. The average machine capacity of an apparel manufacturing unit in India exporting to other countries is approximate 120 machine compared to around 700 in Hong Kong and approximate 600 in China (Verma 2002). This low scale of manufacturing is a biggest hurdle in the technological up gradation of the sector. A study conducted by the premier fashion institute, NIFT (1999) brings out the fact that of the total apparel exporting company's only 21 per cent facilities found to be using advance technology of manufacturing and remaining exports units are still dependent on primitive way of manufacturing apparel. Only 17 per cent apparel manufacturing units have infrastructure competitive to global standards. The scene of technology level is even worse in the domestic sector; in which only 9 per cent manufacturing facilities are set up with modern facilities' as per the the Indian benchmarking and not a single facilitie out of them are at the level of world class standards. Due to low technology level, the productivity per machine as well as labour efficiency is very low in the apparel industry. The Productivity per day per machine in Indian manufacturing units was only 10.2 pieces of blouse, in comparison to Hong Kong where it is around 21 pieces (Verma 2002). An sewing

operator in an Indian apparel factory generally produces 6-7 shirts in comparison to Dubai, Nepal or Sri Lanka where an average skilled operator produces around 22 to 32 shirts a 8 hours shift day. In a study conducted by Mckinsey (2001), it has been found that the productivity of an average sewing operator in the India is only 16 per cent in comparison to the average productivity of an operator in United States.

REVIEW OF LITERATURE

The term "Productivity" is defined in context to machine, labour and hour. The machine productivity may be defined as a ratio of the output in respect to input made. It is the ratio between the output of services & goods generated in comparison to input labour hour, space, money, raw material, and other resource (Zandin, 2001). The productivity /output is key parameter for industrial competitiveness (Khurana & Talbot, 1998) and hence this is a topic of concern for various manufacturing sector due to its importance in making a manufacturing organisational profitable. Hence a lot of research studies have been conducted in all the manufacturing hub countries since industrial revolution to find out the various factors responsible for low productivity.

IMPACT OF EMPLOYEES' TURNOVER ON ORGANIZATION EFFICIENCY

Increased Customer Dissatisfaction According to Homer (2007) states that labour turnover is highly pricy and disturbing. It decreases the outputs and is troublemaking as it demands the schedules and deliveries to be modified. It makes the organization to lose a lot of time and money because it requires the replacement so that the other staff joins 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, expenses on headhunting, resource management expenditure, loss of time and productivity and cost of training, replacement and development. The company needs to frequently examine the costs of turnover and 16 create mitigation. A company would definitely take a review on recruiting and retaining policy of the employees, if they are able to find out the most prominent reason for labour turnover in the factory. According to Miller (2006) the efficiency of an employee is a mix of the employee's intellect, skill, level of motivation, working environment of

the factory, et.al. In lay man terms, efficiency is defined as "output gained from the fixed amount of inputs". Similarly, employee efficiency is achieving the output from the inputs made by the employee, tune with a focus on making profit to the employers and him. The Enhancement of efficiency of employees is also a dependent on deskilling of the work, work - aids and working environment of the organization and hence, input is not single responsible factor for the efficiency of the employee. Before measuring employee efficiency, the parameter for measurement of output needs to be well defined before the measurement of efficiency (Cascio, 2003) and According to Catano, Darr & Campbell, (2007), assessment of the employees output to be calculated on periodic basis like daily, weekly, monthly & yearly. The both qualitative and quantitative work needs to be included to measure the efficacy of the employee. According to Duncan (2008), pressurizing the worker or employer for higher output without providing work aids, proper work environment & other amenities, the worker will deteriorate the quality of the product by using shortcuts to obtain the benchmarked output. In contrast, if less efficiency is expected, company's overall productivity will decrease, in case low efficiency is desired which in turn leads to inefficient usage of resources available (Buttrick, 2009). Blashka (2007) ascertain that efficiency is linked to morale of the employee. A happy workplace environment boosts the morale of the employee and they feel motivated, which in turn increases efficiency & productivity of the organization. Poor morale leads to disengagement of the worker or employee. A research study has proved that the dissatisfied employee contributes lass to constructive work and disengagement lead to 5 per cent decrease in the efficiency. The non availability of proper resources like word aid to the employees to perform their jobs easily & efficiently, their output will be low.

It is annoyingly complicated to trace, employ, and appoint the skill of workforce that is desired by companies now a day (Gupta, 2008). A stable workforce in an organization has a number of advantages for the company's health, for workers, for buyers, for suppliers, for investors, for the industry, and for the economy at large. If a company has a loyal workforce, the vision of the management will be on growth of the company. 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 dissatisfaction and a crack relationship leading to loss in business. Dubois (2004) states that an organization that are having a positive & stress free work environment attracts

more manpower and it became easy for these organization to motivate and retain skilled workforce with them. This will keep the organization in a better position to have an edge over the competitors in such a competitive environment which demands high quality and better cost competence. It is critical for a manufacturing industry to maintain the equilibrium in employee satisfaction and customer satisfaction as these two factors are having an interdependent relationship. The better the equilibrium level, the better will be the quality & efficiency and satisfaction level of the organization (Edwin, 2005).

The increment in the labor turnover rate will be a prime concern for any businesses and it has a clear impact on the organizational performance. A stressful work environment will force the employees to make unwilling/ unnecessary mistakes and a downfall in morale of employees make them less caring about their work & responsibilities (Horton, 2007). High staff Turnover hampers the smoothness & successful of a business by affecting the team spirit level and group efforts. Gupta (2008) defines 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 overburden of work, more working hours, and low number of team mates than required and replaced team mates will lower the morale of an employee and leads to a problematic environment in the company. This will lead to an increase in errors/mistake percentage during the activities performance and ultimately produce poor goods or service.

LOW PRODUCTIVITY IN INDIAN APPAREL INDUSTRY: 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 various work aids used for a particular sewing technique 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.

- B. **Low Technology Level :** The major determinant of competitiveness in recent global trade is adoption of Technology level. 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 is dependent of various steps and involves the talent and skill of all the contributors. It is a team effort. Apparel making is not conducive precision but it's a 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:** the textile & apparel industry survival is based upon the concept of the production and productivity, 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.
- H. **Absenteeism & Turnover**
Employee absenteeism is a common problem in the apparel sector in Sri Lanka. There is many research studies done at the organizational level. However, there 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.

- I. **Low Social, Health & Medical Security:** One of the common features of all the apparel manufacturing facilities is a systemic hazardous condition in this sector. Due to increase in the demand of the apparels worldwide, the manufacturing facilities are expanding or increasing the capacity without the availability of the space and other amenities. The factories have added extra floors or increased the manpower and machinery to the extreme levels on compromising the safety parameters capacity of the manufacturing facility. Unavailability of personal protective equipment (PPE), lack of proper amenities to cover fire hazardous due to short circuits etc, non-existent of proper emergency exit plan, No in-house medical facilities are often reported in these overcrowded workplaces generally termed as sweat shop.
- 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.

METHODOLOGY

This section will discuss on the identifying the factor responsible for engagement of the employee in the apparel industry, designing of questionnaire and understanding and analyzing the impact of various factor to ascertain the key parameter to increase the employee retention in the Indian apparel Industry . To ascertain the various factors responsible for employee engagement, the Primary data like discussion with industry experts, faculty members from various reputed institution and secondary data like referring with previous research on the same in various industries is 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. The Indian Apparel Industry is not localized to a particular state or an area but it is almost scattered in the various region of the country. The apparel producing unit can broadly be divided in to four main categories.

1. Export Oriented Units
2. Garment manufacturing Unit (Both Export & Domestic)
3. Manufacturer for Domestic market
4. Jobbers

The below table explain the key areas for garment industry presence.

City (State)	Number of Total Units	Nature wise Segmentation
Mumbai (Maharashtra)	6000	Garment Manufacturing Unit - 300 + jobbers - 5700
Tirupur (Tamilnadu)	2500	Jobbers - 1500+ Garment manufacturing Unit - 500+ Export Oriented Unit - 500
Ludhiana (Punjab)	2500	Garment manufacturing Unit – 50 + Manufacturer for Domestic market - 1200 + Jobbers - 1250
Indore (Madhya Pradesh)	2000	Garment Manufacturing Unit - 25 + Manufacturer for domestic market 475)+ jobbers 1,500
Bellary (Karnataka)	1305	Export Oriented Unit - 5 + Manufacturer for Domestic market - 450 + jobbers - 850
Jaipur (Rajasthan)	950	Garment manufacturing units 250 + jobbers 700

Bangalore (Karnataka)	850	Garment manufacturing units 350 + Jobbers 500 + Exports Oriented Units – 50
Chennai (Tamilnadu)	650	Exports Oriented Unit - 100 + job worker - 400 + Garment manufacturers units - 150
NOIDA (Uttar Pradesh/NCR)	750	Export Oriented Unit - 550 + Garment manufacturing Units - 200
Gurgaon (Haryana/NCR)	675	Export Oriented Units - 600 + Garment manufacturing Unit - 75
Okhla (Delhi)	250	Export Oriented Unit – 200 + Garment Manufacturing Unit – 50
Ahemdabad , Surat & Vapi (Gujarat)	180	Garment manufacturing Unit – 35 + Jobbers - 145

As the preferences of Indian people varies culture, social condition from one region to another, hence to cover the all socio economics as well as political factors , the entire Indian Apparel Industry has been divided into three main region as shown in below table.

CITY	ZONE
Okhla, Gurgaon, Noida, Jaipur, Indore and Ludhiana	Northern Region
Ahemdabad, Surat, Vapi and Mumbai	Western Region
Chennai, Bangalore, Bellary and Tirupur	Southern Region

Considering the local Language barrier of each region, the questionnaire was designed in the five languages viz Hindi, English, Tamil, Kannada and Gujarati. This can be easily understood by the below graphic representation.

The sample size was selected at 95 % confidence level and 5 % Error for each region. The sample size derived from the formula is 384 for Employee survey and data was collected from 384 valid respondents in each region.

The objectives of this study are:

- 1) to identify the various factors responsible for employee engagement in Indian Apparel Industry (Western Region, Northern Region and Southern Region and
- 2) to make a summary of the social condition of the respondent.

This part has been divided into two sections. The first section describes the demographic characteristics of the respondents. The second section aims to identify the attributes of various factors affecting employee satisfaction in the Indian Apparel Industry.

QUESTIONNAIRE DESIGNING AND DATA COLLECTION

The factors affecting the productivity were collected by using the panel discussion and expert's interview and referring to various studies conducted by the researcher on employment engagement. The Questionnaire is having two parts. Part “A” focus on the socio economic condition of the employee and Part “B” on the perception of the Employee on the various factors responsible for the engagement in the Indian apparel Industry.

ANALYSIS OF DATA

This section presents an overview of the demographic characteristics of the respondents to the survey questionnaire). The overview presents the extent to which the sample is similar to the population studied and thus provides a generalization of the findings.

A total of 384 respondents participated in the survey from each region. The region wise socio economic collection of the data can be understood from the below table.

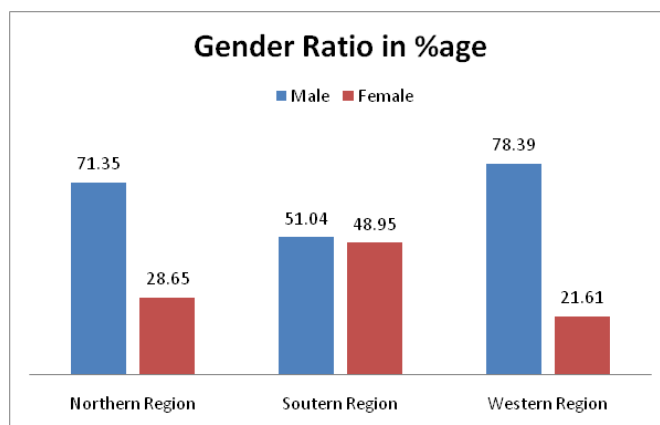
Analysis of Part “A” of Questionnaire

Profile of employees		NORTHERN REGION		SOUTHERN REGION		WESTERN REGION	
		Number	%age	Number	%age	Number	%age
Gender	Male	274	71.35	196	51.04	301	78.39
	Female	110	28.65	188	48.96	83	21.61
Age	Less than 25 Yrs	143	37.24	92	23.96	132	34.38
	25 Yrs – 34 Yrs	106	27.60	169	44.01	142	36.98
	35 Yrs – 44 Yrs	84	21.88	94	24.48	67	17.45
	More than 45 Yrs	51	13.28	29	7.55	43	11.20
Marital Status	Unmarried	152	39.58	51	13.28	144	37.50
	Married	232	60.42	333	86.72	240	62.50
Education Level	Only Literate (Below Matric)	186	48.44	23	5.99	123	32.03
	Above 10 th but not graduate	144	37.50	213	55.47	210	54.69
	Above Graduation	54	14.06	148	38.54	51	13.28
Family Income(Per Month)	Upto 10,000	193	50.26	66	17.19	201	52.34
	10,000 – 20,000	103	26.82	187	48.70	143	37.24
	More than 20,000	88	22.92	131	34.11	40	10.42
Experience	Less Than 5 Yrs	210	54.69	103	26.82	183	47.66
	5 Yrs - 15 Yrs	96	25.00	198	51.56	136	35.42
	More than 15 Yrs	78	20.31	83	21.61	65	16.93
Permanent Residence of workplace state	Yes	82	21.35	289	75.26	167	43.49
	No	302	78.65	95	24.74	217	56.51

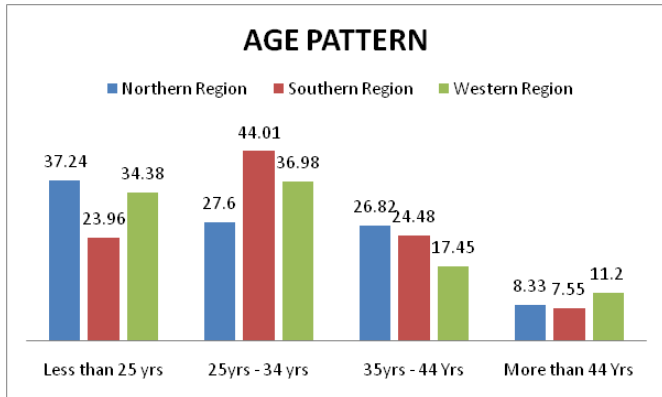
Table: 4.1

Graphic Representation of Socio Economic Data

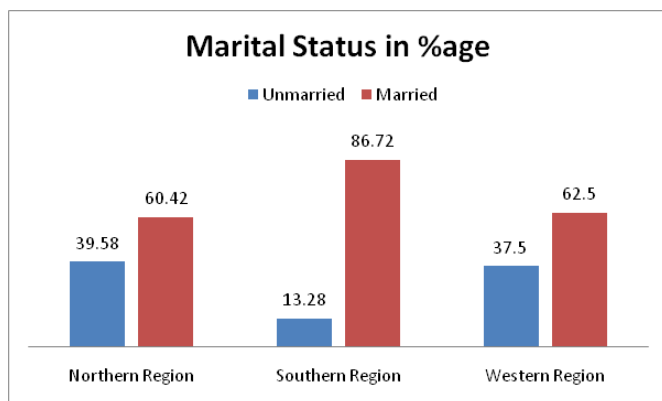
Gender: The information derived from the data is that the gender ratio is almost same in Southern Region Apparel Industry. The Northern & Western region is dominated by the male worker.



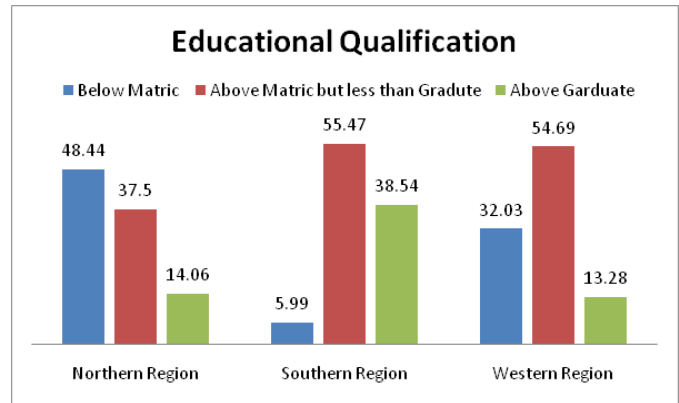
Age: The employee under the age of twenty five (25) years is dominating in the Northern region. This can be interconnected with migrated labour pattern and gender ratio of the region. In the southern region, the age of the 44% employee is found between 25 years to 35 years. As the females are dominating gender in the southern region and female generally start work after the marriage, hence the employee age pattern is as such in southern region. The pattern of age is found more or less same in the Northern and Western Region.



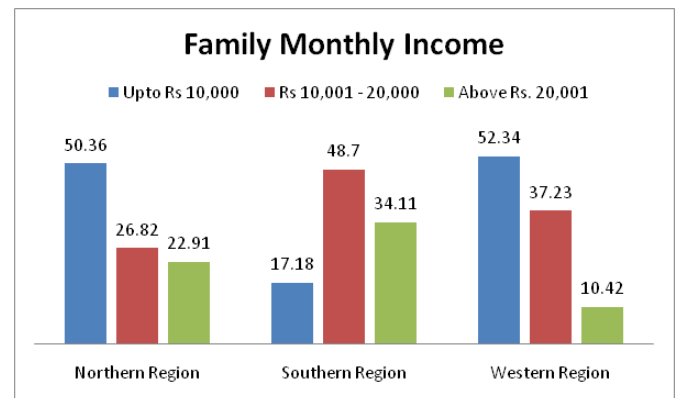
Marital Status: As the southern region is having more female employee, the percentage of the married employee is highest in the southern region. However it has also been observed that more than 60 % of the employee in Northern and Western is also married.



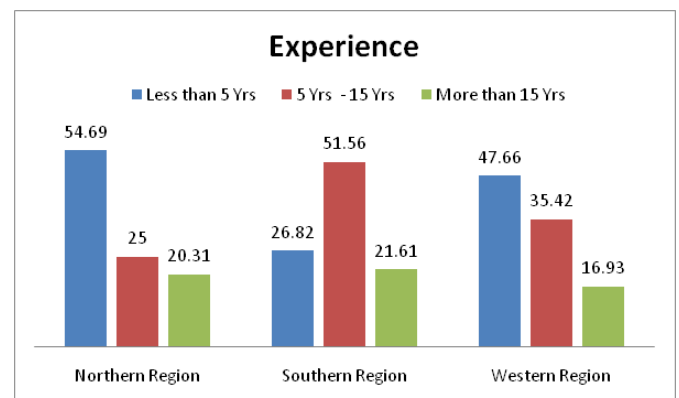
Educational Qualification: The Northern region is found with the low educational level amongst the entire region. Around 50 % of the employee in the Northern region is found to be literate but below class 10th Standard. It has been also observed that the around 94% employee in the southern region is above class 10th Standard. Even the Western region is found more literate than Northern Region. The 38 % employee of the Southern region was graduate which shows the maturity and professionalism in the Southern region.



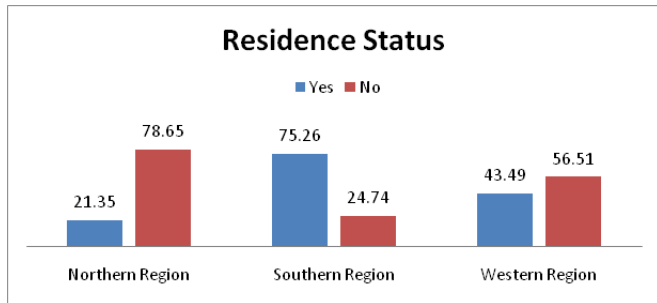
Family Monthly Income : The family monthly income in respect to employee working in apparel Industry was found lowest in the western region. The prosperity in respect to earning per month is highest in the southern region. Only 17.18% of total respondent (384) was found to be earning below Rs. 10,000.



Experience : The main aim of this section was to find the number of years a person is working in the apparel industry. It was the overall working experience not particularly in one organisation. The Southern region worker is found to be highly experienced in comparison to Northern and Western Region. In Southern region, 73% employees are having experience more than 5 years in comparison to Northern & Western region where only 45 % and 42 % worker are having experience of more than 5 years respectively.



Residence Status : The main aim to include this question in questionnaire was to identify the type of worker working in the Indian apparel industry. This has helped to identify the migration pattern of worker in the particular region. It has been observed that in Northern region of the apparel industry the 79% of the work force is migrated from other state and they live alone and work in these region. The workforce working in the Southern Region is belongs to the particular state where they are working.



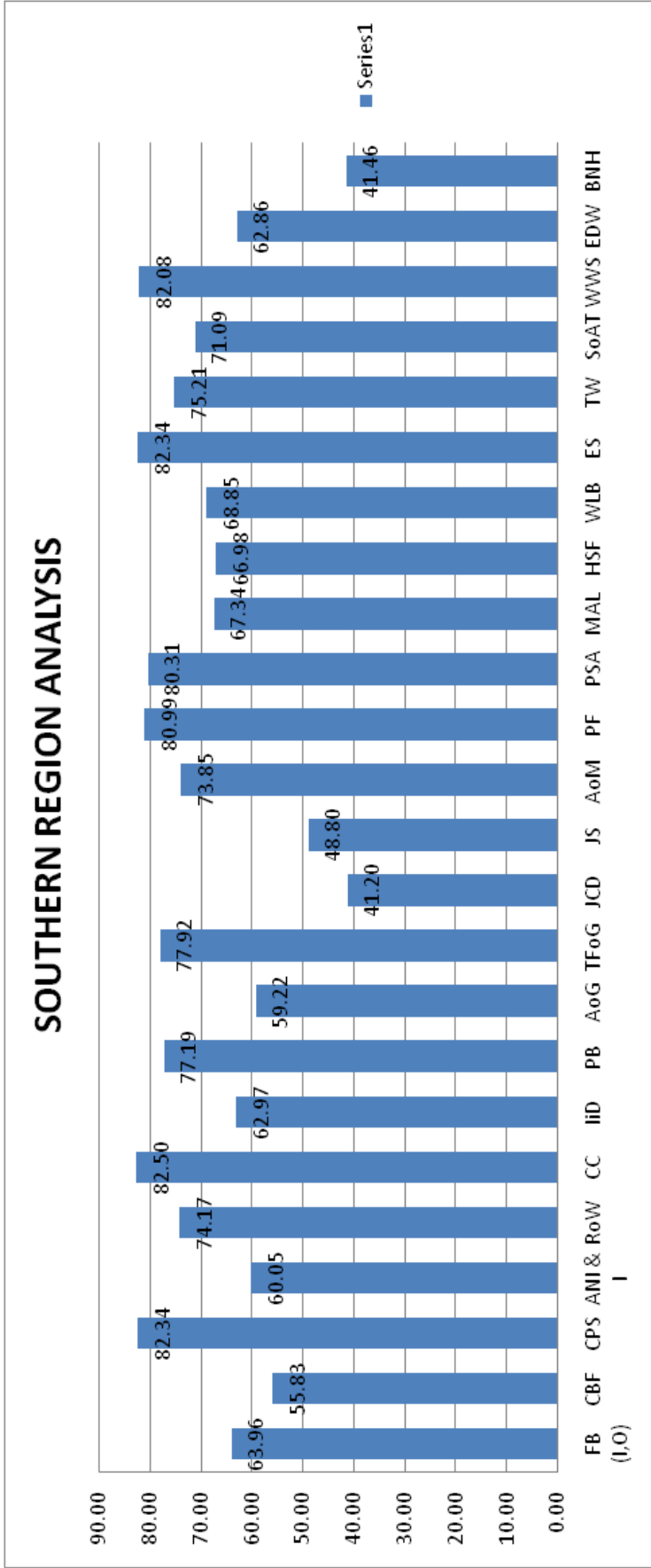
Analysis of Part “B” of Questionnaire

This is main part of the questionnaire which focuses on understanding of the employees on the factors which affects their attachment, commitment and engagement in the Indian apparel industry. The factors were identified by experts

discussion with the faculties of National level institutions related to apparel industry, industry experts from all over the India and the students conducting research in this area. Various theories like Maslow Theory, ERG model and Herzberg's motivation and hygiene theory were also referred to identify the responsible factors for employee de - motivation in the varied industries. To distinguish the nature and culture of industry in India in various zones , the survey was separately conducted for each region.

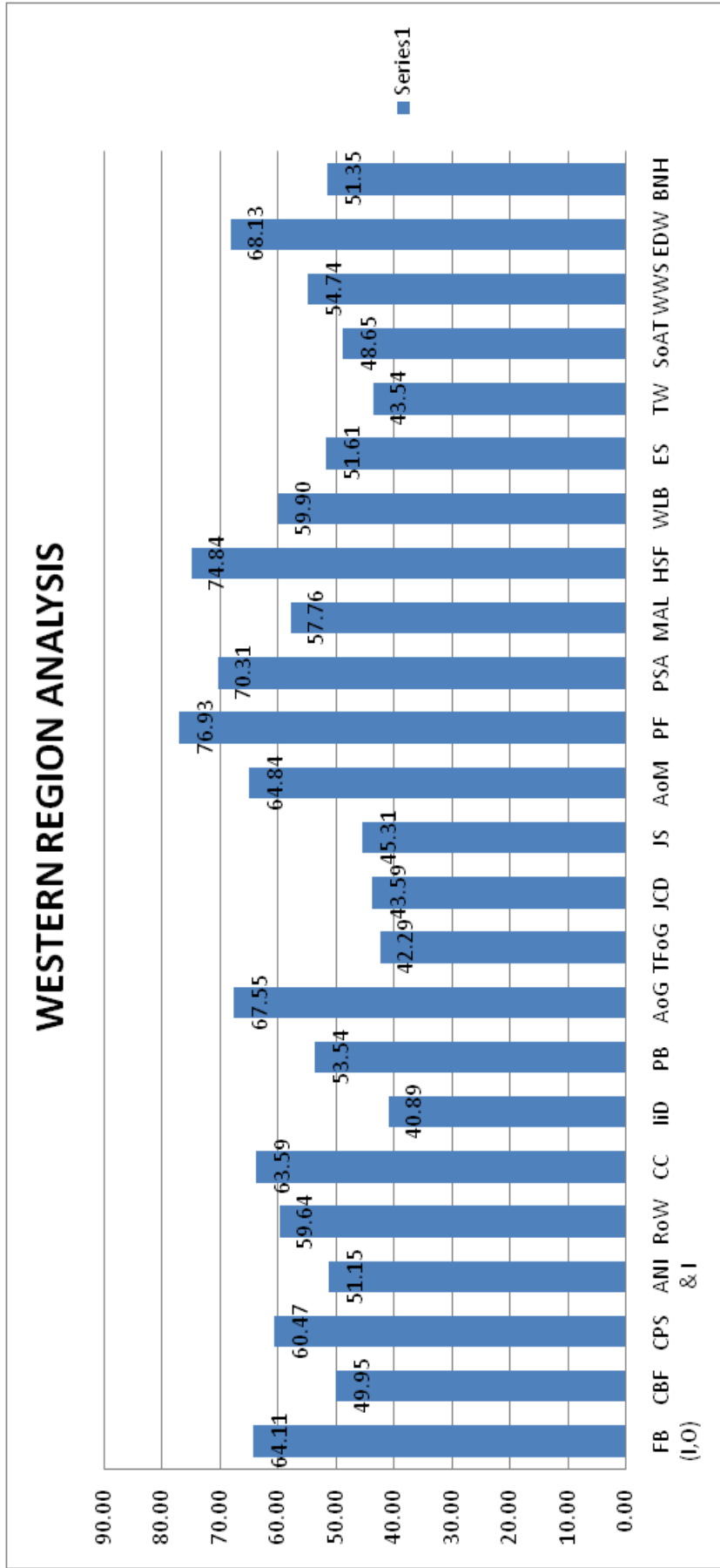
The region was divided keeping in view the presence of the industry across the India. The industry is scattered across the various parts of India specifically in the Northern, Southern and Western Region. The Eastern region mainly Kolkata is only for the textile and not for the apparel . In the southern region, the basic garments like formal shirts, trousers, denims and casual shirts are primarily focused area. Tirupur, is completely dedicated the knits garments like T-shirts, Track suit and polo shirts. The Northern region is famous for its highly value added garments like ladies top, kids fashion wear , garments with lot of sequence and embroidery work. Ludhiana is famous for the hosiery garments like T- shirts and Polo. The western region is targeting the domestic market and manufacturing apparel specifically for Indian-wear.

5.3.2.1 Analysis of employee's response from Southern Region



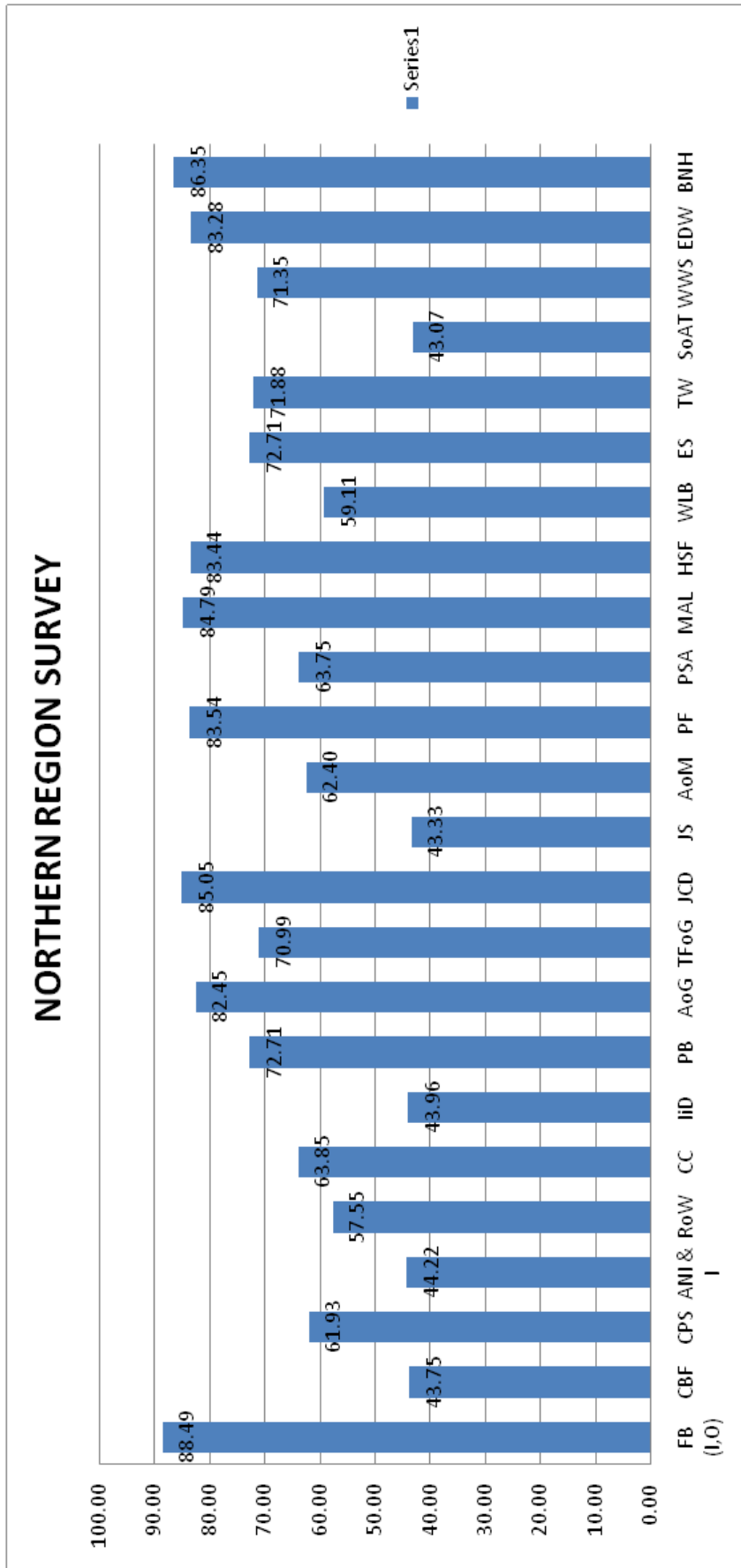
The valid respondent employee from the southern region has selected the factors Career progression scheme (82.34%), Scope of Advance Training (80.57%), Worker Welfare Scheme (82.08%), Pay fairness (80.99%), Job Satisfaction(78.80%), Problem solving approach (80.31%) and Peers Behaviour (77.19%) as the main responsible factors for engagement & retention in a particular factory.

5.3.2.2 Analysis of employee's response from Western Region



The valid respondent employee from the southern region region has selected the factors Health & Safety facility (74.84%), Problem Solving Approach(70.31%), Ergonomically Workstation (68.13%), Financial Benefits (64.11%) and Pay fairness(76.93%) as the main responsible factors for engagement & retention in a particular factory.

5.3.2.3 Analysis of employee's response from Northern Region



The valid respondent employee from the northern region has selected the factors Pay Fairness (83.54%), Work Beyond Normal Hours (86.35%), Financial benefits (Incentive & Benefits,88.49%),Job Content & Design (85.05%) and Ease of Doing Job (84.79%) is the main responsible factors for engagement & retention in a particular factory.

FINDING

The zone wise analysis of the clearly depicts the preference towards the requirement of worker towards retentions. The first five preferences of the respective zone may be tabulated as below:

Zone/Preference	Northern Zone	Southern Zone	Western Zone
1 st Preference	Financial Benefits	Career Progression Option	Pay Fairness
2 nd Preference	Overtime Option	Worker Welfare Scheme	Health & Safety Facility
3 rd preference	Job Content & Design	Pay Fairness	Problem Solving Approach
4 th Preference	Ease of Doing Job	Scope of Advance Training	Ergonomically Workstation
5 th Preference	Pay Fairness	Problem Solving Approach of Management	Financial Benefits

From the above table it is imperative that the Northern zone worker of apparel Industry focuses upon financial benefits and Job features. The southern zone workers are aimed towards career advancement scheme and welfare facility available where as western zone worker preferences include the fairness at workplace and health and safety facility.

CONCLUSION

The zone wise analysis of the various respondents brings the clarity among the requirement of the worker that the culture, educational level in that particular region have impact retention preferences. The retention strategies to be adopted by the Human Resource department cannot be the same for all the part of India. While devising the strategies for various region of India, the HR managers need to analyses the socio economic condition of that particular region and then strategically frame the retention strategies. The human resource department in northern zone should focus upon job content, work aid & attachment and facilitate maximum earning strategies. The human resource department in southern region apparel industry should focus upon career advancement scheme by proving specialized training option and welfare strategies for the employees. Similarly, the western zone human resource department of apparel Industry should focus on health & safety facility and financial benefits scheme to increase the retention.

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