

Study on employers' level of awareness on employee's retention strategies adopted by the small and medium scale spinning mills in Coimbatore, erode and tirupur district

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INTRODUCTION

Textile industry in India is as old as the Indian civilization. Spinning and weaving were part and parcel of Indian culture. Indian textile industry is widely spread from hand-spun yarns, hand-woven fabric to technologically advance power loom shuttles. Indian textile and clothing industry is well supported by both State and Central Government of India due to its economic significance and amount of foreign earning realised by this industry. At present, there are 3400 textile mills functioning in India, with the install capacity of 50 million spindles and 842000 rotors, which is the second largest in the world¹. E-textile industry functioning in India worth US \$ 150 billion (as per October, 2018 report of IBEF) are expected to rise to US \$ 250 billion. As on 2017-18 statistics, more than 45 million people are directly or indirectly employed in this industry². Future of the textile industry looks very prosperous both from domestic and international fronts i.e., in terms of consumption capacity³.

Nearly, 80 per cent of the textile units functioning in India is owned by Small and medium scale entrepreneurs and functioning in an unorganised form. The small and fragmentation of the textile industry determines the characteristics, functional ability, investments and production

capacity of this textile industry functioning in India. Employees are considered as one of the primary component in any business organisation. In fact they are considered as the backbone of any manufacturing business organisation. Based on the performances of the future of India, textile industry looks very bright. But, in reality the textile industry in India faces huge employees' shortage. The primary reasons for such rise in employees' shortage is absenteeism of the migrant employees working in number of the mills. The social and cultural festive and good monsoon i.e., rainfall in specific year forces the migrant labour from South part of Tamil Nadu and from the Northern or North West regions of India like: Diwali, Poojas, harvesting prospects, family situations etc., are considered as causative factors that retain employees at home and create a myth of shortage⁴.

Viewing the practical issues faced by the textile mill entrepreneurs in India, it can be rightly claimed that though the textile mill entrepreneurs cannot stop the migration of employees from one mill to another, or in search of new job prospects. They can very well design employee retaining strategies, enhancing their HR (Human Resource) practices and in building health relationship with the employees. As employees turnover directly influence the production and profit earning efficiency of any business unit. Above discussion offered a wider scope for the researcher to assess the employee retention strategies of spinning mills in Coimbatore, Erode and Tirupur district.

OBJECTIVE OF THE STUDY

Realised scope for the study has supported the researcher in framing following objectives of the study:

- To understand the profile of the textile spinning mills functioning in Coimbatore, Erode and Tirupur regions.
- To assess the employers' level of awareness on various reasons that influences employees to leave their current job.

OVERVIEW OF LITERATURE SURVEY

As on 2011 statistics of ASSOCHAM⁵ (The Association of Chamber of Commerce of India) nearly 35 lakhs of people are working in textile industry and allied sectors in India. And this number of employees is expected to rise by 47 million by 2015. Most of the workers are found to be migrant workers, who have transformed themselves from farming to work in textile industry. Inflow of the migrant labour to the textile mills and allied sector has started reduction after the introduction of MGNREGA (Mahatma Gandhi Rural Employment Guarantee Act), by this scheme the rural employees are found to be self-sustained in getting employment opportunities in rural region itself.

Menon (2013)⁶ had reported in his article to the "India Today" that the total production of textile mills in the past 11 years has reduced from 3957 million meters to 2347 million meters, at the same time the production of powerloom have increased from 3399 million meters to 5441 million meters in the past 11 years. The main reason for the reduction in the production of the textile mills is the adoption of automation by the powerlooms in spinning and weaving. An ordinary machine that requires twenty men to manage its spinning operation now requires just two men to operate it. The numbers of powerloom in Bhiwandi, Ichalkaranji, Bombay, Ahmedabad, Surat, Coimbatore and Bangalore have risen from 3.29 lakhs in 1977-78 to six lakhs with five year i.e., by 1982-83.

According to ASSOCHAM (2015)⁷ report Tamil Nadu employees nearly 27 per cent of total work force of textile industry in India, Gujarat, Karnataka, Maharashtra and West Bengal next to

Tamil Nadu. Textile mills face issues like: unskilled manpower supply, issues of ensuring safety work environment, implementation of labour laws and skills gaps among the employees.

Kumar (2016)⁸ in an article to “The Hindu” documented reasons for the high employees’ attritions in Tirupur knitwear sector. The author claimed that employees’ attrition affects the quality and profit of the employers. Over 70,000 new job prospects, it is to be created in the spinning, weaving, knitting, and processing sectors in the country every year for the next few years. Meeting the growing need for retaining existing employees, attracting new workers is a hectic and daunting task for the industry on the whole.

As per Sagar’s (2016)⁹ in recent times textile industry has lost its charm of being the highest employer of moderately educated youth. Due to gaining of higher education and availability of good job prospects with high pay scale, well-educated youth have started migrating to white collar IT (Information and Technology). As a result, the textile mill owners have extended number of incentives, bonus and well strategic planned salary package to attract more workers and retention of the existing employees.

A Study of Solanki (2017)¹⁰ notified that the textile sector offers huge employment opportunities for Indian people, especially for the people reside in rural area. Textile and apparel sector is the second largest employment providing industries as it employees’ nearly 51 million people directly and employee’s nearly 68 million people indirectly as per 2015-16 statistics. Textile industry in India faces labour issues like: safety and health related problems, child labour, unskilled labour, strict labour law and worse working environment.

As per the Tamil Nadu Spinning Mills Association (TASMA) reports that (2018)¹¹ Tirupur and Erode districts collectively known as “Textile Valley of India”. Nearly 650 textile mills are members of TASMA. The employees working in textile mills face issued like: work pressure, trauma, ill-treatment and sexual harassment and these issues force employees to either commit suicide or leave their job and search for better work environment. Counselling’s are offered to employees working in 200 spinning mills in Dindigul to identify their work related stress and steps to overcome it.

As per the IBEF (India Brand Equity Foundation) report (2019)¹² the Indian textile industry is valued at US \$ 150 billion and it is expected to reach by US \$ 223 billion by 2021. Revenue of this sector is expected to reach US \$ 300 billion by 2024-25 and create 35 million additional jobs. Indian textile industry has the capacity to product different fabrics demand by buyers operating in various world countries.

HRM Practices Adopted in the Textile Mills in India

Bundle of factors and parameters are considered in defining the Human Resource Management practices in an industry. Some of the HRM practices are very common for the industry and few are generally specified by the employers for the benefit of their workers. Some of the reviews in this context have been discussed in this part.

Irshad (2011)¹³ attempted to summarise various literature that discussed on factors affecting employee retention. The author commented that effective HRM practice followed in business organisation influence the employees’ intention of employees’ absenteeism, retention and their turnover intentions. Better organisation climate supports in creation of quality of work, payment of right compensation and rewards, ensuring right job security, training and career development, inculcation of superior culture, work-culture and ensuring right organisational justice.

Subbiah et al., (2012)¹⁴ study discussed on the importance of Human Resource Management practices in Textile Mills functioning in Tamil Nadu. The study claimed that textile mills create the

highest number of employment in India after the agricultural sector. As number of people live directly depending on the textile industry, it is the obligatory duty of the textile mill owners to offer right HR benefits to their employees, to make the employees live worth and well-balanced both in terms of monetary remunerations and in terms of mental wellness.

RESEARCH METHODOLOGY DESIGN

This study provides theoretical discussion on the nature of business environment prevail in textile industry, employee recruitment and retention challenges faced by textile mill entrepreneurs in Tamil Nadu. This chapter also provides a clear outlook on the nature of research methodology adopted by the researcher for the defining various parameters.

Research Methodology

To define the research methodology of this study well defined research techniques were assessed. Based on the knowledge gathered the study has applied a mixed combination of qualitative (explorative or library research and descriptive i.e., filed analysis). The summary of library survey was presented in the Chapter II of this study and the results of empirical data are presented in the Chapter IV of this study.

Area of the Study

Five Southern States: Tamil Nadu, Andhra Pradesh, Telangana, Kerala and Karnataka plays a very important role in the existence if textile industry in India. Out of these five states Tamil Nadu alone accounts for 45 per cent of the countries mill’s spinning capacity, accounts for 22 per cent of weaving capacity and contributes 70 per cent of knitwear production. In Tamil Nadu textile mills are primarily concentrated in five districts i.e., Coimbatore, Tirupur, Erode, Karur and Dindigul¹⁵.

Sampling Framework

The study adopted clustered based random sampling and justified sampling technique. For selection of sample geographic region the researcher adopted clustered based random sampling (Probability Sampling Technique) and for collection of data from the sample entrepreneurs justified sampling technique (Non-Probability Sampling Technique).

Sources of Data

In this study both primary and secondary data will be used. First hand data will be collected from the field through interview schedule and the secondary data is to be collected from related journals, magazines, text books, reports and some websites.

Statistical Tools Applied

The study is well validated through apt statistical and mathematical tools. Descriptive statistics, One-way ANOVA, Multiple Regression, Chi-square Test, Paired Z Test.

DATA ANALYSIS AND INTERPRETATIONS

NATURE OF EFFICIENCY EXHIBITED BY TEXTILE MILL ENTREPRENEURS IN RETAINING THEIR EXISTING WORKFORCE

Sl. No	Efficiency Level	Number of Respondents	Percentage
1.	Very Efficient	39	24.38
2.	Efficient	99	61.88
3.	Moderately Efficient	22	13.74
	Total	160	100

Source: Primary Data

With the support effective review assessment, the study has well documented evidenced that in recent times textile industry has lost its charm of being the highest employer of moderately educated youth. Due to gaining of higher education and availability of good job prospects with high pay scale well educated youth have started migrating to white collar IT (Information and

Technology). As the result retaining employees have been a daunting task of the textile mill entrepreneurs. In association with this issue, the micro level data analysis inferred that 61.88per cent of the sample employers' exhibit efficiency in retaining their existing workforce. Further, 24.38per cent of the sample employers are found to be very efficient in retaining their existing workforce and 13.74per cent of the entrepreneurs are moderately efficient in managing their current workforce.

Entrepreneurs Experience in Textile	Criterion Considered While Recruiting				Total
	Well – Educated	Knowledge Able in Spinning & Weaving	Experience in Mill Operation	Performance Oriented Person	
Less than 10 years	0(0.00)	0(0.00)	29(18.10)	5(3.10)	34(21.30)
11-20 years	0(0.00)	19(11.90)	33(20.60)	0(0.00)	52(32.50)
20 years & More	5(3.10)	10(6.30)	50(31.30)	9(5.60)	74(46.30)
Total	5(3.10)	29(18.10)	112(70.00)	14(8.80)	160(100)

Hence, it is concluded that 61.88p

er cent of the sample textile mill entrepreneurs surveyed in three districts exhibit efficiency in retaining their existing workforce.

**MEASURE OF DISPERSION
ASSOCIATION BETWEEN ENTREPRENURS' EXPERIENCE IN TEXTILE MILLS AND NATURE OF CRITERION CONSIDERED WHILE EMPLOYEES RECRUTMENT**

Year of Establishment of Textile Mills	Criterion Considered While Recruiting				Total
	Well – Educated	Knowledge Able in Spinning & Weaving	Experience in Mill Operation	Performance Oriented Person	
1970-80	5(3.10)	0(0.00)	4(2.50)	0(0.00)	9(5.60)
1981-90	0(0.00)	15(9.40)	22(13.80)	9(5.60)	46(28.80)
1991-2000	0(0.00)	9(5.60)	61(38.10)	5(3.10)	75(46.90)
2001-2010	0(0.00)	5(3.10)	25(15.60)	0(0.00)	30(18.80)
Total	5(3.10)	29(18.10)	112(70.00)	14(8.80)	160(100)

Source: Computed Data from Primary Data Note: Values in Parenth

eses are in Percentage

It is evident from the above table that majority of the textile mill owners are interested to in recruiting those people (workers) who gained more experience in mill operations.

**MEASURE OF DISPERSION
ASSOCIATION BETWEEN YEARS OF EXPERIENCES GAINED IN TEXTILE INDUSTRY BY ENTREPRENEURS AND NATURE OF CRITERION CONSIDERED WHILE EMPLOYEES RECRUTMENT**

Source: Computed Data from Primary Data

Note: Values in Parentheses are in Percentage

The above table clearly depicts that majority mill entrepreneurs' had gained work experience of 20 years or more in mill related operations.

TEXTILE MILL ENTREPRENEURS' LEVEL OF AWARENESS ON THE PRIMARY REASON FOR EMPLOYEES TURNOVER

Variables	Primary Reason	One of the Reason	Moderate	Not a Reason	No Comments	Sum	Mean	Rank
Strained Relationship with Boss	47 (29.38)	56 (35.00)	33 (20.63)	20 (12.50)	4 (2.50)	602	3.76	13
Low Salary	132 (82.50)	18 (11.25)	10 (6.25)	0 (0.00)	0 (0.00)	762	4.76	1
Insecure Job	79 (49.38)	47 (29.38)	29 (18.13)	0 (0.00)	5 (3.13)	675	4.22	5
Stingy Benefit	23 (14.38)	72 (45.00)	56 (35.00)	9 (5.63)	0 (0.00)	589	3.68	16
Lack of Recognition	14 (8.75)	81 (50.63)	57 (35.63)	8 (5.00)	0 (0.00)	581	3.63	17
Overwork Load	88 (55.00)	35 (21.88)	14 (8.75)	23 (14.38)	0 (0.00)	668	4.18	6
Delay in Salary Disbursement	89 (55.63)	38 (23.75)	28 (17.50)	5 (3.13)	0 (0.00)	691	4.32	3
Working During off Hours	36 (22.50)	81 (50.63)	34 (21.25)	9 (5.63)	0 (0.00)	624	3.90	11
Long Distance Travel	51 (31.88)	76 (47.50)	28 (17.50)	5 (3.13)	0 (0.00)	653	4.08	8
Feel of Co-workers are Promoted Faster	37 (23.13)	70 (43.75)	29 (18.13)	19 (11.88)	5 (0.00)	595	3.72	14
Less Scope for Self-Development	22 (13.75)	67 (41.88)	37 (23.13)	29 (18.13)	5 (0.00)	552	3.45	18
Temporary Work	51 (31.88)	49 (30.63)	27 (16.88)	28 (17.50)	5 (0.00)	593	3.71	15
Unfair HR Policies	49 (30.63)	78 (48.75)	19 (11.88)	14 (8.75)	0 (0.00)	642	4.01	10
Poor leave Facilities	65 (40.63)	62 (38.75)	24 (15.00)	9 (5.63)	0 (0.00)	663	4.14	7
Occupational Diseases	29 (18.13)	78 (48.75)	48 (30.00)	5 (3.13)	0 (0.00)	611	3.82	12
Lack of Social	42 (26.25)	84 (52.50)	29 (18.13)	5 (3.13)	0 (0.00)	643	4.02	9

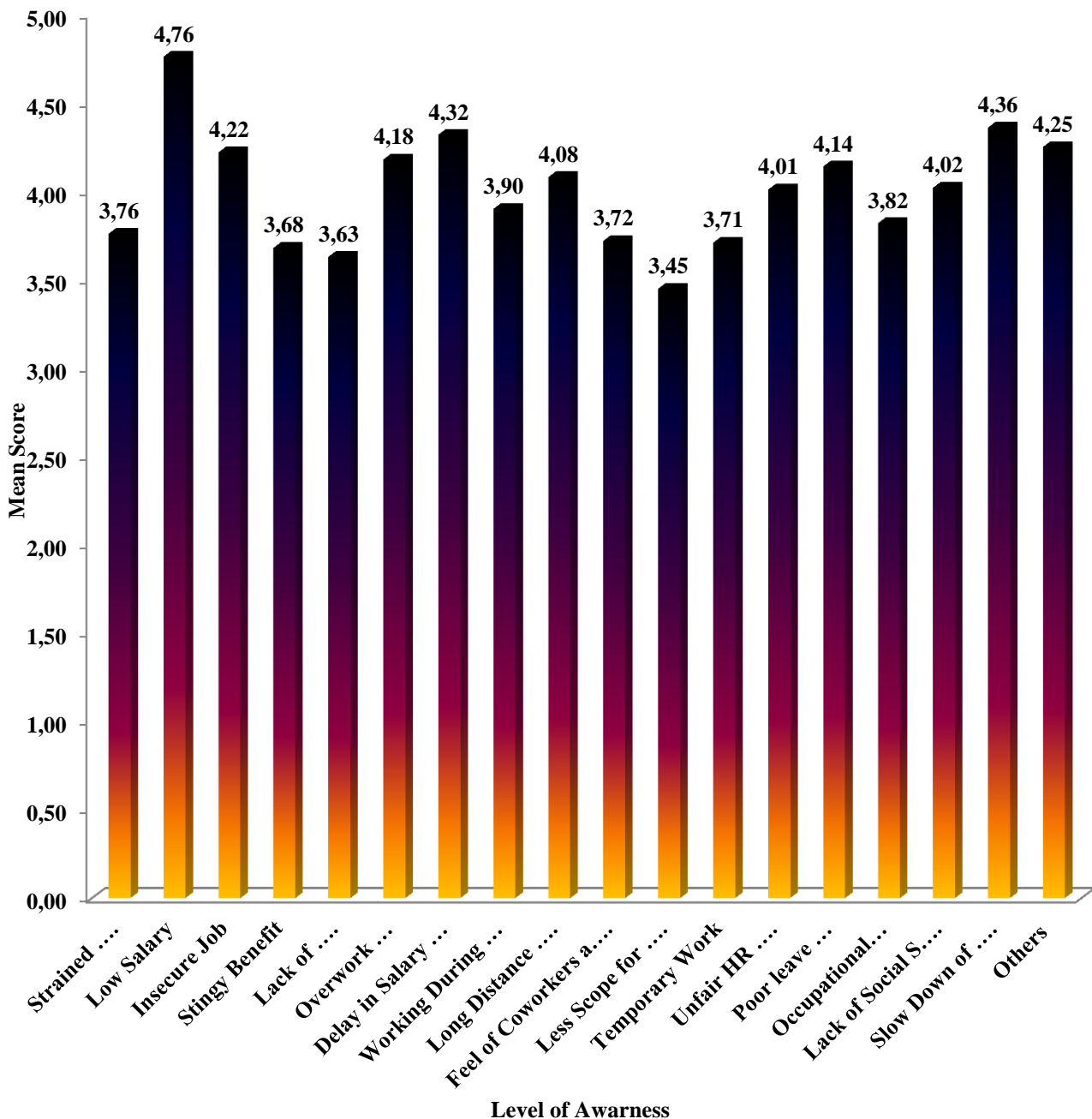
Securities by Benefits								
Slow Down of the Industry / Closing of Many Mills	78 (48.75)	62 (38.75)	20 (12.50)	0 (0.00)	0 (0.00)	698	4.36	2
Others	73 (45.63)	59 (36.88)	23 (14.38)	5 (3.13)	0 (0.00)	680	4.25	4

From the above table it has been inferred that majority of the textile mill owner have claimed that their employees leave their job as they are paid very less, this variable has been ranked in the first place with the mean score value of 4.76. Followed by, employers reason certain issues like: recession in industry, delay in salary disbursement due to low production, others reasons like: influence of external, raw material cost and recession in the industry and which has created a feel of job insecure among the employees. The sample entrepreneurs have ranked these variables in the second, third, fourth and fifth places with the mean score value of 4.36, 4.32, 4.25 and 4.22. Similarly, few entrepreneurs have said that they are moderately aware of facts like: overwork load, poor leave facilities, long distance travel, lack of social security's provision and unfair HR (Human Resource) policies. These factors are placed in the sixth, seventh, eighth, ninth and tenth places with the average score of 4.18, 4.14, 4.08, 4.02 and 4.01. Further, the entrepreneurs have opined that they are least aware of the fact that certain factors like: working during off hours, occupational stress, strained relationship with boss, feel of co-workers are promoted faster and temporary work condition may also influence employees to leave their job. These variables are ranked in the eleventh, twelfth, thirteenth, fourteenth and fifteenth ranks with the mean score of 3.90, 3.82, 3.76, 3.72 and 3.71. Moreover, group of sample populations registered very lower level of awareness of employee attrition due to poor fringe benefit payments, lack of recognition and less scope for self-development may also influence employees' turnover intentions. These variables have been placed

in the sixteenth, seventeenth and eighteenth places on average score value of 3.68, 3.63 and 3.45 respectively.

Thus the result of the study concluded that majority of the textile mill owner (95.20 per cent) have claimed that employees leave their job as they are paid very less, which is par below to maintain their day to expenses or rising cost of living in tier II or tier III cities Coimbatore, Erode or Tirupur.

EMPLOYERS LEVEL OF AWARENESS ON THE PRIMARY REASON FOR EMPLOYEES TUROVER



Kaiser-Meyer-Olkin Measure of Sampling	.861
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Adequacy	
Bartlett's Test of Sphericity Approx. Chi-Square	1497.229
DF	153
Sig	.000

Factor analysis performed to measure the mill owners' level of awareness on the primary reason by the employers for employees leaving the organisation. Considered variables are: Strained Relationship with Boss, Low Salary, Insecure Job, Stingy Benefit, Lack of Recognition, Overwork Load, Delay in Salary Disbursement, Working During off Hours, Long Distance Travel, Feel of Co-workers are Promoted Faster, Less Scope for Self-Development, Temporary Work, Unfair HR Policies, Poor leave Facilities, Occupational Dieses, Lack of Social Securities by Benefits, Slow Down of the Industry / Closing of Many Mills in Coimbatore Region and Others.

KMO AND BARTLETT'S TEST

TEXTILE MILL ENTREPRENEURS' LEVEL OF AWARENESS ON THE PRIMARY REASON FOR EMPLOYEES TURNOVER

Level of Significance: 5 per cent

The value of KMO for overall matrix of 18 variables was found to be excellent (0.861) and Bartlett's test of Sphericity chi-square value 1497.229 was highly significant at five per cent level of significance.

COMMUNALITIES

TEXTILE MILL ENTREPRENEURS' LEVEL OF AWARENESS ON THE PRIMARY REASON FOR EMPLOYEES TUROVER

Variables	Initial	Extraction
Strained Relationship with Boss	1.000	.789
Low Salary	1.000	.654
Insecure Job	1.000	.742
Stingy Benefit	1.000	.764
Lack of Recognition	1.000	.782
Overwork Load	1.000	.626
Delay in Salary Disbursement	1.000	.708
Working During off Hours	1.000	.616
Long Distance Travel	1.000	.876
Feel of Coworkers are Promoted Faster	1.000	.878
Less Scope for Self-Development	1.000	.658
Temporary Work	1.000	.771
Unfair HR Policies	1.000	.820
Poor leave Facilities	1.000	.781
Occupational Dieses	1.000	.739
Lack of Social Securities by Benefits	1.000	.779
Slow Down of the Industry / Closing of Many Mills in Coimbatore Religion	1.000	.766
Others	1.000	.719

Principa
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(PCA),
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established factor loading varies between .616 - .878.

TEXTILE MILL OWNERS' LEVEL OF AWARENESS ON THE PRIMARY REASON FOR HIGH RATE OF ATTRITION EXPERIENCED BY THE TEXTILE INDUSTRY (GROUP MEAN SCORE)

Particulars	No. of Employees Working			
	Male (90)		Female (70)	
	Mean	SD	Mean	SD
X ₁ - Strained Relationship with Boss	2.240	1.06 3	2.230	1.119
X ₂ - Low Salary	1.280	0.58 1	1.190	0.519
X ₃ - Insecure Job	1.860	0.96 6	1.690	0.941
X ₄ - Stingy Benefit	2.430	0.80 8	2.170	0.742
X ₅ - Lack of Recognition	2.460	0.73 7	2.260	0.674
X ₆ - Overwork Load	1.970	1.20 3	1.640	0.901
X ₇ - Delay in salary Disbursement	1.690	0.85 6	1.670	0.896
X ₈ - Working During off Hours	2.060	0.87 9	2.160	0.715
X ₉ - Long Distance Travel	1.910	0.77 4	1.930	0.804
X ₁₀ - Feel of Co-workers are Promoted Faster	2.220	1.03 6	2.360	1.064
X ₁₁ - Less Scope for Self-Development	2.470	1.03 0	2.660	1.048
X ₁₂ - Temporary Work	2.330	1.12 2	2.240	1.256
X ₁₃ - Unfair HR Policies	2.020	0.89 9	1.940	0.866
X ₁₄ - Poor leave Facilities	1.890	0.88 0	1.810	0.873
X ₁₅ - Occupational Diseases	2.170	0.75 3	2.200	0.773
X ₁₆ - Lack of Social Securities by Benefits	2.010	0.75 7	1.940	0.759
X ₁₇ - Slow Down of the Industry / Closing of many Mills in Coimbatore Region	1.580	0.63 6	1.710	0.764
X ₁₈ - Others	1.730	0.76 1	1.770	0.887

Source:
Computed
from Primary
Data

As per
the opinion of
textile mill
owners' male
workers

exhibit high level of discomforts in term of job security, long-working hours, feel of comforts in terms of relationship with others etc, that in turn influences them to leave their job compared to issues faced by female workers.

FINDINGS

Employers Awareness and Perception on Employee Retention

- It has been concluded that 61.88 per cent of the sample textile mills entrepreneurs surveyed in the three districts exhibit efficiency in retaining their existing workforce.
- The study confirmed that 70 per cent of the textile mill owners preferred to recruit experienced workers. Majority of the textile mill owners (95.20 per cent) have claimed that employees leave their job as they are paid very less, which is par below to maintain their day to expenses or rising cost of living in tier II or tier III cities Coimbatore, Erode or Tirupur.

- **Nature of Retention Strategies Adopted in Textile Mills**

The study confirmed that majority of the sample textile mill employers have opined that they are primarily framed sound HR policies (91.60 per cent), designing attractive salary and benefit package (91.20 per cent), reduce stress levels of workers at various levels (89.80 per cent) and provide good work environment with adequate infrastructure facilities (87.60 per cent) to retain their existing work force.

The study inferred that employers (79.80 per cent) primarily succeed in cutting down their employee's turnover ratio by adopting and implementing effective retention strategies

- **Success Rate of Employer Retention Strategies**

- The study observed that only 56.25 per cent of the employers have expressed high level of perception with success rate of their retention strategies.
- The study observed that 77.50 per cent of the sample population are interested in framing employees' retention strategies for the future.
- It has been concluded that majority of the employers have expected to adopt sound HR policy of employer retention (93.60 per cent).

SUGGESTIONS

As the study observed that majority of the textile mill owner have claimed that employees leave their job as they are paid very less. Similarly, it was observed that group of sample populations registered very lower level of awareness of employee attrition due to poor fringe benefit payments, lack of recognition and less scope for self-development may also influences employees turnover intentions. The sample mill owners are suggested to.

Every human being expects recognition by their senior and management. As this is a non-monetary motivation factor that influence employees to perform well and work with zeal. It is the prevailing fact that most of the employees in textile mills in recent years are hired on contract bases and employers pay least interest in rehiring the existing workforce as they have to pay more salary or other monetary benefits. In spite, of the prevailing situation, the researcher suggests the employers to rehire their existing workforce once their contract period is over.

CONCLUSION

The study concludes by stating that employers have to realise the fact that employees, generally express a feel of turnover when they face certain kind of psychological discomfort or monetary dissatisfaction at the current job. Motivating the existing employees to stay in the current organisation is possible only with designing employee friendly HR policies, paying them adequately and by offering healthy work environment.

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