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Employee retention strategies adopted in garments industry: A Study Report

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Abstract

This paper presents the various strategies of employee retention in garments industry. Employee retention is the conscious and deliberate effort to retain quality individuals on the company payroll. Stated otherwise, it is the proactive methods utilized by successful organizations to stop the drain of company profits caused by excessive employee turnover. Employee retention strategies are practices an organization follows to retain its staff (e.g. through compensation, policies, benefits, office perks, etc.). The objective of the study is to analyze the various strategies of employee retention in the garments industry and to examine the nature of work that are leading to employee turnover and to find the ways to retain employee in the garments industry. This study is helpful for the management to know the effective strategy and motivational techniques which can be adapted to retain their employees. Also, it reveals the benefits of using retention strategies in the organization. This study is a descriptive one. Primary data collected with the help of structured questionnaire administered to employees and few management personnel of garments industry. One hundred samples were collected based on simple random sampling. Collected data were analyzed by using relevant statistical techniques like percentage analysis method, chi-square method, anova and correlation. The research shows that organization should focus more on reward and recognition as a retention strategy, as it helps as a motivating element and also helps in validating their performance.

Keywords: Employee retention, human resource management, strategies of employee retention and garments industry etc.

1. Introduction

One of the greatest challenges in today's business world is to stay up to speed in a time of technological growth. Fundamental changes are taking place in the work force and the workplace that promise to radically alter the way companies relate to their employees. As we hurl ahead at an increasing pace every field, employee retention becomes a concern for all companies at the present strong job market. Hiring and retaining good employees have become the chief concerns of nearly every company in every industry. Companies that decisions to proactively fulfil those needs will become the dominant players in their respective markets. Hence employee retention is the important issue that organization must tackle. In this project the study on employee retention is conducted as the retention rate should be higher productivity. The study was conducted in garments industry employees.

2. Garments Industry Overview

India is world's second larger producer of garment industry after China. The garment industry in India is one of the oldest manufacturing sectors in the country and currently it's largest. Garment industry fulfils a vital role in Indian economy. It is a major foreign exchange earner and after agriculture it is largest employee with total workforce. The garment industry covers a wide range of activities. India's garment sector earns high export revenue. These include the production of natural raw materials such as cotton, jute, silk and spun yarn and fifth largest producer of synthetic fibre and yarn. The Indian garment industry workforce predominantly comprises first generation women workers. Most of women involve in garment industries. All types women can get job in garment industries is that educated or uneducated.

3. Statement of the problem

Employees are the important elements in any company or industry, the pace of employee turnover is forecast to be 50-75% higher than companies have experienced previously, and the issue is compounded by it taking 18% longer to fill roles than pre-pandemic. Increasingly squeezed managers are spending time they don't have searching for new recruits in an expensive and competitive market.

4. Need of the study

Employee Retention refers to the practice of providing organizations an outstanding employer and provide employees challenging career opportunities and growth potential, reduce the cost of employee turnover, avoid the loss of company's knowledge, maintain the goodwill of the company. The current study focuses on identifying the various strategies to retain employees and understanding the key talent engagement.

5. Research Objectives

- A study on various strategies adopted for employee retention in garments industries.
- To examine the nature of work that are leading to employee turnover in garments industry.
- To focus on 3Rs of retention strategies that adopt to preserve valuable employee.
- To find the ways to retain employee in the organization of garments industry.

6. Research Design

Research design is a systematic problem. It is a detailed outline of how an investigation will take place. A research

design typically include how data is to be collected and what instrument will be employed. Simple random sampling method is used in this research. A part of the population selected for the study is called Sample. Here, 100 employees of CR Garments LLP, Tiruppur are selected as sample. The present research study is descriptive and analytical in nature and therefore, data are collected from both primary and secondary sources. Survey is conducted while working hours of the employees. The data gathered is analyzed using percentage analysis, Chi-Square test, Weighted Average method and ANOVA.

6.1 Age Group of the Respondents

Table 1: Age Group of the Respondents

Age	No. of Respondents	Percentage
18-24 years	35	35
25-34 years	26	26
35-44 years	22	22
45-54 years	13	13
Above 55 years	4	4
Total	100	100

Source: Primary Data

Interpretation

The above table shows that 35% of the respondent's age is between 18-24 years. 26% of the respondent's age is between 25-34 years. 22% of the respondent's age is between 35-44 years. 13% of the respondent's age are between 45-54 years and 4% of the respondent's age is above 55 years of age. It infers that majority i.e. 35% of the respondent's age is between 18-24 years.

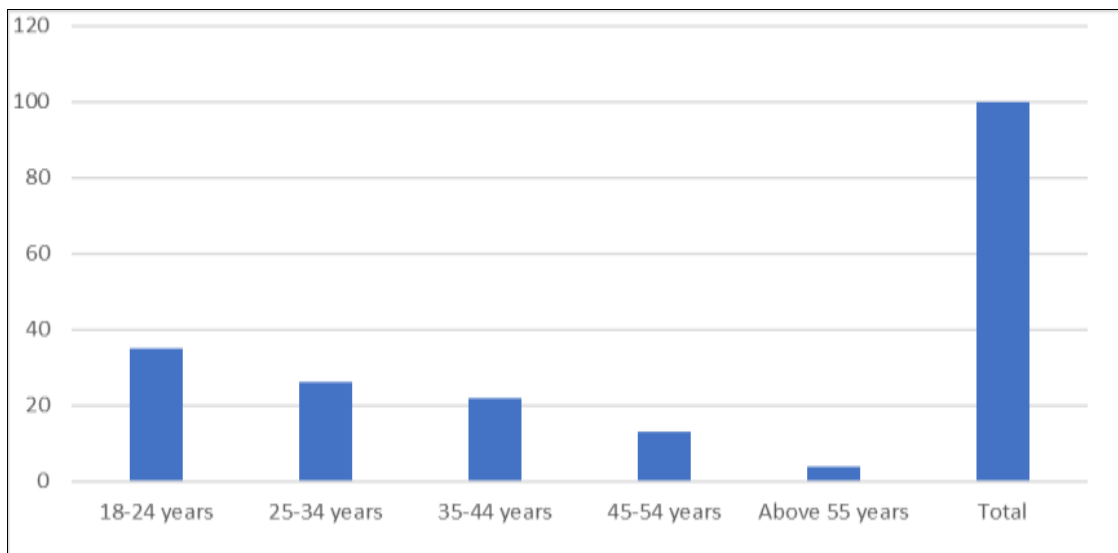


Fig 1: Age Group of the Respondents

6.2 Agree with the Interest in Current Job

Table 2: Agree with the Interest in Current Job

Agree Level	No. of Respondents	Percentage
Strongly Agree	14	14
Agree	44	44
Neutral	39	39
Disagree	2	2
Strongly Disagree	1	1
Total	100	100

Source: Primary Data

Interpretation

The above table shows that 14% of the respondents are highly agree with interest in the current job. 44% of the respondents are agreed with interest in current job. 39% of the respondents are having neutral opinion about their

interest in current job. 2% of the respondents are disagreed with the interest in the current job and 1% of the respondent is highly disagree with the interest in the current job. The majority 44% of the respondents are agreed with the interest in their current job.

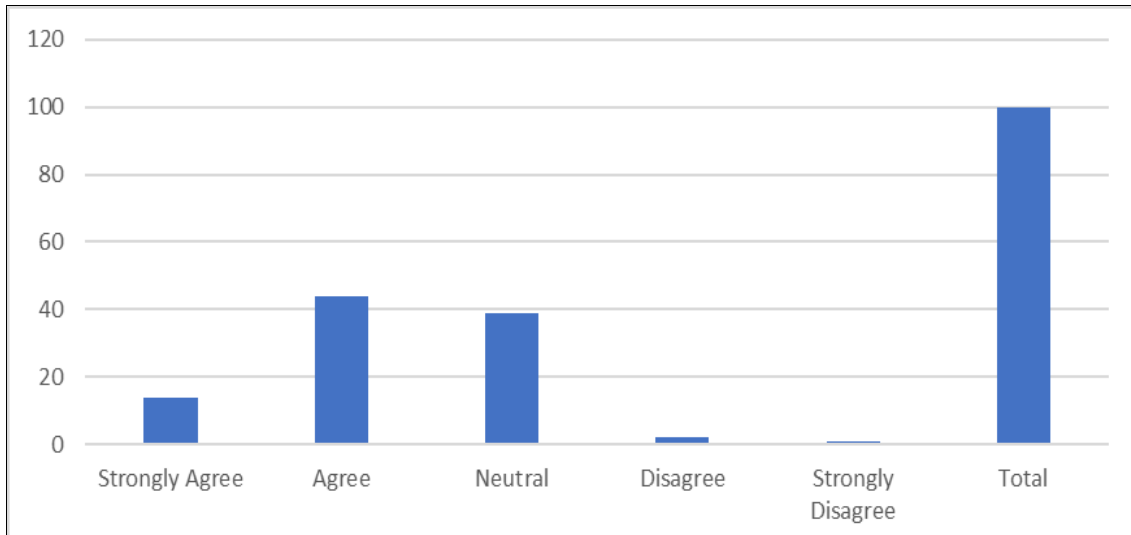


Fig 2: Agree with the interest in current job

6.3 Satisfied with the amount of Recognition received at Work

Table 3: Satisfied with the amount of recognition received at work

Agree Level	No. of Respondents	Percentage
Strongly Agree	17	17
Agree	38	38
Neutral	34	34
Disagree	6	6
Strongly Disagree	5	5
Total	100	100

Source: Primary Data

6.3.1 Interpretation

The above table shows that 17% of respondents are strongly agree with recognition received at work. 38% of respondents are agreed with recognition received at work. 34% of respondents are neutral with their opinion on recognition received at work. 6% of respondents are

disagree with recognition received at work and 5% of respondents are strongly disagree with recognition received at work. The majority of 38% of respondents are agreed with the complete satisfied about the amount of recognition received at work.

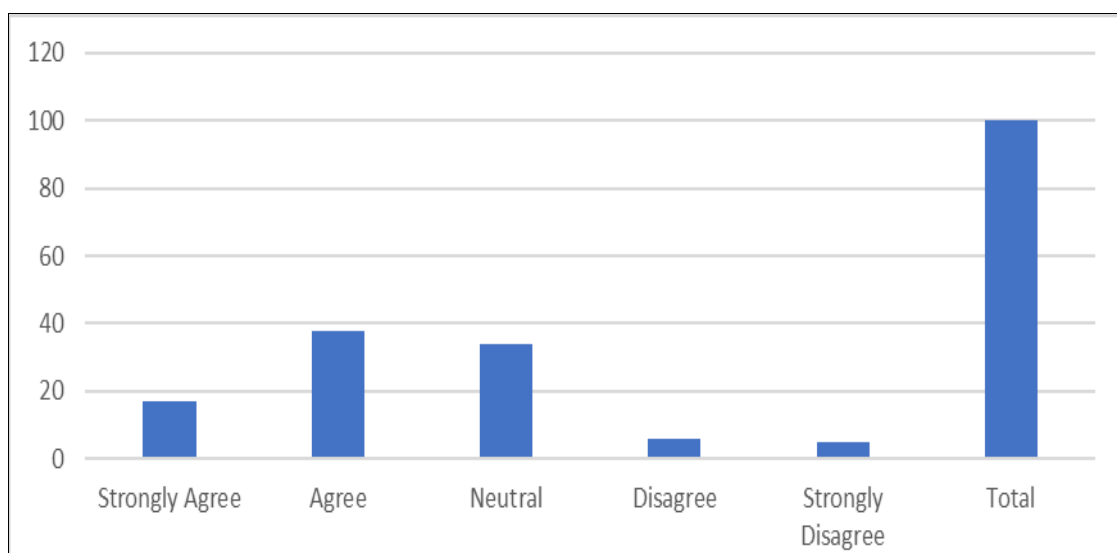


Fig 3: Satisfied with the amount of recognition received at work

6.4 Chi-Square Analysis

6.4.1 H0: There is no significant association between age and experience.

6.4.2 H1: There is significant association between age and experience.

Table 4: Age experience cross tabulation

		Experience			Total	
		1-3years	3-5years	5yearsandabove		
Age	18-24	Count	30	3	2	35
		% within Age	85.7%	8.6%	5.7%	100.0%
		% within Experience	56.6%	9.7%	12.5%	35.0%
	25-34	Count	14	9	3	26
		% within Age	53.8%	34.6%	11.5%	100.0%
		% within Experience	26.4%	29.0%	18.8%	26.0%
	35-44	Count	9	12	1	22
		% within Age	40.9%	54.5%	4.5%	100.0%
		% within Experience	17.0%	38.7%	6.2%	22.0%
	45-54	Count	0	6	7	13
		% within Age	.0%	46.2%	53.8%	100.0%
		% within Experience	.0%	19.4%	43.8%	13.0%
above55	Count	0	1	3	4	
	% within Age	.0%	25.0%	75.0%	100.0%	
	% within Experience	.0%	3.2%	18.8%	4.0%	
Total	Count	53	31	16	100	
	% within Age	53.0%	31.0%	16.0%	100.0%	
	% within Experience	100.0%	100.0%	100.0%	100.0%	

Table 5: Chi-Square Test

	Value	DF	Asymp. Sig. (2-sided)
Pearson Chi-Square	52.203 ^a	8	.000
Likelihood Ratio	54.468	8	.000
Linear-by-Linear Association	35.219	1	.000
N of Valid Cases	100		

a. 7 cells (46.7%) have expected count less than 5. The minimum expected count is .64.

6.4.3 Interpretation

Since P value is less than 0.05, accept H1. Hence there is significant association between age and experience.

does not differ with flexible work arrangement.

- **H1 (Alternative Hypothesis):** There is significant difference between experience and flexible work arrangement.

6.5 ANOVA (Analysis of Variance)

- **H0 (Null Hypothesis):** The mean groups of experience

6.5.1 Descriptive

Table 6: Descriptive

There is flexible work arrangement								
Experience	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
1-3years	53	3.60	1.007	0.138	3.33	3.88	2	5
3-5years	31	3.39	1.358	0.244	2.89	3.89	1	5
5yearsandabove	16	3.19	1.377	0.344	2.45	3.92	1	5
Total	100	3.47	1.185	0.118	3.23	3.71	1	5

6.5.2 ANOVA Test

Table 7: Anova Test

There is flexible work arrangement.					
	Sum of Squares	DF	Mean Square	F	Sig.
Between Groups	2.438	2	1.219	.867	.424
Within Groups	136.472	97	1.407		
Total	138.910	99			

7. Findings

- It is found that majority of respondents age groups are between 18-24 years.
- It is found that 59% of respondent's education

qualification is Bachelor's.

- About 54% of Female respondents are found than male.
- The majority 53% of the respondents are experience 1-3 years.

- The majority 44% of the respondents are agreed with the interest in their current job.
- The majority 33% of the respondents are highly agreed or agreed with the measures taken to retain employees in CR Garments.
- The majority 40% of respondent are agreed with job rotation in their job.
- The majority of 41% respondents are agreed with the challenges faced in their current job.
- The majority of 38% of respondents are agreed with the complete satisfied about the amount of recognition received at work.
- The majority of 39% of respondents agree with understanding the type of behaviour recognized at working environment.
- The majority of 44% of respondents agrees that there is implementation of 3R's of Retention in CR to retain their employees.
- Thus the majority of 84% of respondents agrees to continue working in CR Garments for next 12 months.
- The majority of 38% of respondents agree with sufficient working hours outside the work to keep employees active in their work.
- Hence it is found that the mean of the experience does not significantly differ when it comes to flexibility of work arrangement.

8. Suggestions

With increasing competition, retention has always been a challenging task for human resource department, mainly in the private sector. The reason for why retention is challenging is varied and different from sector to sector and location. In this study, main focus was on C.R Garments; it has found four main retention factors *viz.*, compensation package, growth and development, autonomy, involvement and motivation. Here are some of the suggestions.

- Give and offer an attractive compensation package to retain as well as to attract new talent.
- Offer a well-defined carrier path in order to retain the employees.
- As employees should feel free to work so certain degree of freedom to the employees to make decisions.
- Try to keep employees involved and motivated which can be helpful to retain employee.
- Have one-on-one meetings, talk with your employees about their short- and long-term professional goals, deliver constructive feedback, and help them visualize their future with the company.
- Make sure no members of your team is being asked too much and encourage healthy workload.
- Employees feel comfortable in changing working condition so periodical change of working can improve developing interdepartmental co-operation.

9. Conclusion

Managing the talents is a great challenge and to retain the best employees, framing of policies and practices is highly essential. At this juncture, it is necessary that strategies must be aligned with HR practices (i.e. recruitment and selection, training and development, performance appraisal and compensation). Any retention strategy without aligning these practices would definitely be ineffective. It is evidenced over these studies that organizations are framing various policies and strategies to retain the talents.

Thus the study is done effectively on employee retention in C.R. Garments by studying various strategies used in retaining employees.

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