

# An empirical study: Workers Attitude towards the Human Resource Development in Indian Garments Industry.

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## Abstract

Current business world is highly competitive and workers are contributing as much as necessary than the past few decades. They are involved in policy formulating to decision making in the complex business environment. Human resources development encompasses an array of activities that enhance the ability of all human beings to reach their highest potential, where India is far behind from proper utilization of this opportunity to improve skill and efficiency of human resources in readymade garments industry. Quantitative methods have been used in this paper to analyze workers' attitudes toward the sustainable human resource development in India especially in RMG sector of India and measurement of the workers attitude about the current development of human resources and the hindrance of sustainable development of human resources in this area. Education, government initiative, NGO initiative, training program, career development program, performance management development etc. were the indicators of HRD. Study reveals that all indicators are correlated with HRD. Workers of RMG sector in India are not satisfied on the initiatives taken by the management of the organization and government. The researcher suggested most of the HRD factors have to be improved in the RMG sector of India for taking competitive advantage in world market.

## 2. Objectives of the Study

The main objective of this study is to measure workers' attitudes toward the sustainable human resource development in the readymade garments industry of India. Out of the main objective, there are few specific objectives which are as follows:

1. To know the human resource development activities in the readymade garments industry of karnataka;
2. To measure sustainability of human resource development programs in RMG sector;
3. To identify the problems thereon; and
4. To recommend some guidelines to ensure sustainable human resource development in RMG sector of India.

## 3. Methodology of the Study

### 3.1 Sample Design

As the study is about the attitudes of workers on sustainable development of Human resources, so population included mainly workers and some of officials of RMG sector. Sample size estimated 250

workers and 25 official persons of four garment industry purposively.

### 3.2 Collection of Data

The sample was selected using non-random opportunity sampling technique (purposive) as the most garment workers lived in Bengaluru. In this study, structured interview schedules were used to collect primary data from the respondents while secondary data like books, thesis papers, articles, reports etc. also used.

### 3.3 Analysis of Data

Regression analysis, ANOVA and Chi square tests were used to analyze data efficiently.

### 3.4 Research Hypotheses

- H1:* There is no significant impact of workers education on sustainable HR development in RMG sector of Bengaluru.
- H2:* There is no significant impact of government initiative on sustainable HR development in RMG sector of Bengaluru.
- H3:* There is no significant impact of NGO initiative on sustainable HR development in RMG sector of Bengaluru.
- H4:* There is no significant impact of training program on sustainable HR development in RMG sector of Bengaluru.
- H5:* There is no significant impact of career development program on sustainable HR development in RMG sector of Bengaluru.
- H6:* There is no significant impact of performance management development program on sustainable HR development in RMG sector of Bengaluru.

## 4. Findings and Analysis

India should prioritize human resource development in Ready-made Garment (RMG) sector to ensure best use of skill and technology simultaneously to face the challenges in the sector with the phasing out of Multi-Fiber Arrangement (MFA). Therefore, felt that future implications should be considered with utmost importance as this sector is a substantial employer of female workforce and it was felt necessary to take measures to protect such disaster in RMG sector as predicted by industry experts (Talukder, 2008).

Several initiatives have been taken by the government of India for sustainable HR development in the RMG sector; to implement training and HRD for all categories of workers in the RMG sector, setting up institutions and collaborative arrangements on compliance to social and labor standards in the factories, capacity building of the ministry of labour and employment, for registration and retraining of the retrenched workers; etc.

In many cases Garments factory arrange several training program for selected group of employees such as cutting, sewing employees but it is not sufficient for employees' development. For HR development there are many others program other than training like, career development and counselling, performance management and development, coaching, mentoring, succession planning etc., are not applicable in garments in the Bengaluru at least in the domestic organization. In some case foreign owned or joint venture RMG garments practices few of the activities of HR development activities in RMG industry Bengaluru.

**Table 1:** Practicing scenario of HR development in the RMG industry of bengaluru.

S.N	HRD factors	Percentage of Local Garment Practicing	Percentage of Foreign or Joint Venture owned Garment practicing
1	Training	89%	100%
2	Career development	06%	38%
3	Career Counseling	18%	48%
4	Performance management & Development program	09%	30%
5	Coaching	02%	05%
6	Mentoring	-	04%
7	Succession Planning	-	05%
8	Tuition Assistance	02%	08%

Source: Field Survey.

#### 4.1 Respondent status of HR development before and after employment in the RMG sector

From the survey study on our respondents we have also found some practical scenario of HR development status in the RMG sector of Bengaluru. Most of workers have (69%) are 5 or less than 5 years schooling. On the other hand, only 15% workers have 8 or more schooling record. Out of which only 3% continued their education during their job period at NGO School. Most of the respondent reply they did not got chance of taking education throughout their job even some of them have interest. Only 80% employees are satisfied on the training program of the organization while about 20% workers got short training during their servicing. Among the surveyed respondents, about 9% workers got training before starting their job. But others factors of HR development like career development, career counselling, performance management etc were not got by the workers before their job but few percentages of workers got it informally throughout their job period.

**Table 2:** Comparison HR development in RMG industry before and after employment.

S. N	HRD factors	Before taking job	After taking job
1	Education*	60%	60%
1	Training	05%	90%
2	Career development	-	48%
3	Career Counseling	15%	57%
4	Performance management & Development program	-	28%
5	Coaching	05%	28%
6	Mentoring	-	35%
7	Succession Planning	09%	18%
8	Tuition Assistance	08%	17%

Source: Field Survey. \* Other than fully illiterate, \*\* informally taken

## 5. Results

### 5.1 Descriptive statistics

On the basis of survey findings using 5 point scale for measuring attitudes of workers (Brayfield & Rothe, 1951) on Sustainable Human Resource Development (SHRD) in the Ready Made Garments (RMG) sector in India. The respondents were the all workers and some executives of the different garments factory. In the structured questionnaire they were given rating on five point scale about the status and satisfaction level of the workers on some selected factors of SHRD. From the study it is found that most of the workers have no education or education less than or equal 5. On the issue of 'training taken' 90% (Table-2) respondents reply they have training. But on the issue of 'satisfaction level of training' no respondent are available of highly satisfied but only 30% are satisfied while about 41% dissatisfied on the training program and facilities of the RMG sector. On the issue of 'satisfaction of career development program' 72% respondents are not satisfied

and no bodies are strongly satisfied. Again on the issue of 'satisfaction level on performance management and development program', about 60% respondents are not satisfied on the issue whatever the program conducted formally or informally.

On the basis of two important issue 'role of government and role of NGOs' other than their employed organization, 74% respondents reply that they are satisfied on Govt. role for sustainable HR development in RMG sector and no one is strongly satisfied. Again, 88% respondents replied as they are not satisfied on the role of NGOs for developing HR in the RMG sector. But on the issue of 'organization support to HR development' 63% respondents quoted as they are satisfied.

## 5.2 Regression, Chi square test, and ANOVA

Analysis found relationship between HR development status and variables of HR development like education, training program, career development program and performance management development program are highly positively correlated and linear regression is significant on the basis of relationship of dependent and independent variable. From the development of hypothesis was there is no impact of variable RGI, TRP, CDP, PDP on sustainable HR development i.e significant level =0' in ANOVA and Chi-square test Analysis. So, it indicates null hypothesis is rejected and alternative is accepted so, there is impact of HR development variables RGI, TRP, CDP, and PDP on sustainable HR development in RMG sector of Bengaluru. On the other hand, variable EDU has significant level =.678 and null hypothesis is accepted. So education in the RMG sector has no significant impact on HR development in RMG sector of Bengaluru. Again from the study of regression analysis of data findings from the different executive of garment factory showed relationship of the dependent and independent variable also significant and highly positively correlated. In conclusion we can say, Training, career development program, performance management program, government initiation as a factor of HR development is very much important for sustainable development of HR in RMG sector of Bengaluru rather than existing education level.

## 6. Conclusion and Recommendations

Indian economy at present is more globally integrated than at any time in the past. Cheap labor is no longer seen to be a mainstay of comparative advantage. At present RMG sector working with the unskilled labour but these may not provide sustainable competitive advantage over a period compare with others competitor in the world market. Thus sustainable human resources development in this sector is one of the key factors to maintain current competitive advantage in long run. The need for establishing strong backward linkage was appropriately realized and accordingly necessary steps were taken by all quarters of the RMG industry, which has been reflected in the decreased pattern of back-to-back import supported by increased domestic value addition. However further progress is in order, and a strong public sector role is necessary to mediate the establishment of textile mills with global standards. An appropriate policy regime is needed to encourage the human resources development, importation of technology, intermediate and raw materials, so that the local industries get a chance to reduce its average cost to international level and narrow the lead time. Though the Bengaluru facing different problems like workers, who are mostly young women, also face an acutely difficult working environment – wages are low, hours are long, forced labor is practiced, child labour exists, sexual harassment exists, freedom is curtailed, whether it be locked doors or rights of association, and there are a multi-attitude of other practices which go against international labor standards and codes of conduct (non-compliance). At the level of legislation and business dealings, lack of implementation of laws, restrictive laws and unfair buying practices by buyers compound the issue of non-compliance. But development of the following issues with ensuring sustainable human resources development in RMG sector may take competitive advantage over long period. Workers also gave their opinion about the matter. States of sample entrepreneurs were given the opinion that for enhancing labour productivity a number of measures should be taken like organize training for workers, improve compliant situation, diversify production, provide entertainment & refreshment facility, increase workers' wage (compensation), provide other incentives, and ensure good behavior with workers, etc. At the same time, sector is currently facing new challenges and it has structural weaknesses in some areas. To face these challenges necessary policy interventions are immediately required related to training, career development,

career counseling, Performance management & Development program, Coaching, Mentoring, Succession Planning, Tuition Assistance which are not sufficient (Table – 1.2) for ensuring sustainable human resources development.

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