CHAPTER 7

FINDINGS & RECOMMENDATIONS
7.1 Findings of the Final Study:

- The Companies & Sample Group were chosen at random
- Age group ranges from 20 years and above
- People chosen for the study belonged to both unskilled & skilled categories.
- In 30% of the cases, their houses were also visited to assess the economic status.
- HRD intervention in Companies GC 03L, GC 04L, GC 06L, GC 10L, GC 11M and GC 20S being a focussed one and also tailor-made to suit the Organisational needs vis-à-vis employees' needs, which is as follows:
  1) Systematic selection which included antecedent verification of the new incumbents.
  2) Proper induction of 3-days duration to familiarize the newly selected employees about the Organisation, products, quality requirements, employees' role and responsibilities, rules & regulations, model standing orders, working hours / shift timings, welfare measures, safety norms, personal protective equipments (PPEs), etc.

- Regular training programmes by internal and external faculties to emphasize on aspects like:
1) Role perception
2) Human behaviour at work
3) Present scenario of the Garment Industries
4) Discipline maintenance
5) Role and responsibilities
6) Motivation of self
7) Importance of positive attitude
8) Communication skills
9) Work Life Balancing
10) Family Budgeting
11) Team work & Group Dynamics

Training activities in progress - 1

Training activities in progress - 2
Shop Floor Meetings in Progress

Discipline and Culture Maintenance
• From the data collected, the Large Garment Companies who have adopted good HR practices are as follows: GC 01 L, GC 03 L, GC 04 L, GC 05 L, GC 06 L, GC 08 L, GC 09 L, GC 10 L. The Medium Garment Companies are: GC 11 M, GC 12 M, GC 13 M, GC 15 M and the Small Garment Companies are: GC 19 S, GC 20 S. The Large Garment Companies which have not adopted good HR practices are: GC 02 L, GC 07 L. The Medium Garment Companies are: GC 14 M and GC 16 M and the Small Garment Companies are: GC 17 S and GC 18 S.

• The numbers of training days were designed to be 6 to 10 days per employee per year, and the corresponding cost per employee was earmarked as Rs.600/- to Rs.750/- in the case of Large Garment Companies who have adopted good HR practices. The number of
training days were designed to be 0 to 2 days and the corresponding cost per employee was found to be almost nil to Rs.100/- in the case of the Medium and Small Companies who did not adopt any HR practices whatsoever.

7.2 Summary/Findings of the Questionnaire for management:

1. When the researcher approached the 20 Garment companies with the questionnaire (Annexure2) 18 garment companies were represented by the heads of HR whereas 2 garment companies viz GC15 (Medium), GC 20 (Small) were represented by the MD’s themselves who seemed to be very conservative and apprehensive.

2. It is interesting to note that 12 out of 20 garment companies considered for study were headed by qualified women executives.

3. The Garment companies which have shown tremendous growth in terms of sales turnover and low labour turnover. It goes without saying that those garment companies which have systematically adopted good HRD interventions have recorded very low labour turnover i.e 0.01% to 3.0%. On the contrary labour turnover was found to be very high i.e 4.0% & 4.1% in GC 18 and GC19 respectively.

4. Through this study it was observed that those garment companies which are spending more money on HRD, the employee satisfaction level was found to be very high.

5. It is also a very significant observation that the morale of employees being very high the problems due to IR issues and the issues relating to the sexual harassment were found to be nil.
Summary / Findings of the Questionnaire for the officials of Govt Departments viz., Labour and Factories.

1. Totally 6 officials i.e. 3 from each department were interviewed on the condition of anonymity.

2. All the Officials have expressed that there is a tremendous growth potential for the Readymade Garment Industries in Bangalore Urban District.

3. It was also expressed by them that the Government of Karnataka has initiated measures such as Global Investors’ Meet, Single Window System to promote the Garment Industry.

4. There is an encouraging growth of the export market which is to the tune of Rs.5000 Crores from Karnataka Garment Industries.

5. Almost all the Garment Companies have complied with the Minimum Wages as stipulated by the Government of Karnataka.

6. No Child Labour is employed in any of the Garment Companies which is statutorily required and also as required by the International Buyers through SA 8000 and Code of Conduct Audits.

7. Those companies which are focusing on systematic Human Resource Development do not have any IR issues and complaints regarding working hours, working conditions, welfare facilities etc.

8. Accident rates were found to be zero in those companies where safety awareness training programmes and continuous education on safety, health and hygiene were carried out.
7.4 Innovative HR Practices

1) Scientific selection & systematic induction of the workforce.

2) Based on the aptitude, imparting various skills through systematic training.

3) Introduction of multiskilling which provides an opportunity for job rotation which enables the employees to overcome fatigue due to monotony on account of repetitive nature of jobs.

4) Introduction of greeting the employees on their birthdays by giving gifts such as sweets, books on self development, etc.

5) Attending to marriages & other auspicious occasions through the representatives of HR Department.

6) Attending to condolences in the event of bereavement.

7) Providing library facilities for the employees without affecting the work.
19) Introducing the uniform for all the employees in order to bring about a feeling of oneness and sense of belonging.

20) Arranging for free & regular health checkups for the employees and their children (for one child only).

7.5 Recommendations & Scope for further Research

The garment industry being a growing industry which has got a huge potential continues to employ more and more women. The present study being restricted to Bangalore urban district has got a further scope for extending it to the entire State and the other prominent apparel clusters.

The future global market for textile and apparel is expected to expand in a significant way. The reasons for such expansion include growth of new consumption markets, Global expansion of modern retail business, boom of air and sea shipments, growth of textile and related production in Eastern Europe, ex Russian block, Turkey, Middle East, South East Asia, India, China and South America. In future, it is going to be a challenging global market full of risks but also full of unbelievable opportunities. Strategic partnership among various interests will become more important than the traditional transactions through vendor relations.
8) Bringing out regular in-house newsletter by involving the employees for internal circulation.

9) Encouraging the education of the children right from pre-nursery stage and creating the sense of savings among employees for the future of the children by sanctioning matching contribution (restricted to only one child) and also assisting the employees in procurement of books & uniform for the child.

10) Giving special leave to the employee on the day of the child's school admission.

11) Encouraging meritorious students through gifts and scholarships.

12) Regular suggestion scheme for the employees for encouraging good suggestions and giving awards on the annual day.

13) Celebrating Annual Day with pomp & show by inviting the families of employees.

14) Organising sports and cultural activities for the families of the employees especially children preceding the annual day celebrations and giving away gifts/prizes in the form of household articles.

15) Arranging competitions for children such as painting, fineart, essay writing, slogan writing etc. to encourage talents of the children of the employees.

16) Arranging small family get togethers & picnics once in a year.

17) Forming workplace committees by involving the employees enabling them to discuss various issues on production, quality, safety, health & hygiene, prevention of sexual harassment, etc.

18) Encouraging the employees to continue their studies through various distance learning programmes.
The two factors to be kept in mind are Skills & Competencies and Key Trends.

Skills & Competencies: It is going to be a talent intensive market where certain capabilities will dominate the market:

- The capability to coordinate the dispersed supply chains through intelligence, understanding, technology and better management practices.
- The trading capability for taking full advantage of the vast and diverse ranges of textile produced across the globe.
- Capability of developing retail brands for differentiating from other products and for gaining loyalty of consumers.
- B2B branding because the large retailers and brands are relying more and more on B2B brands.
- Innovation- new products, new systems, new applications- innovation will be the key word.
- Adding value to products, customized with the "fast" changing fashion and textile needs.

Key Trends: There will be no season specific textile and apparels, external factors will rapidly change scenarios, customization & the web will be more prominent:

- While producing textile, factors such as environmental pollution and global warming will have to be considered. The world already has imposed strict rules and regulations regarding this.
- Multi seasonal apparels will gain prominence.
• External factors like exchange rates of the currencies such as Dollar, Euro, Yuan, Rupee etc., the fall and rise of petrol prices, air transport, country specific and global political situations will have greater impact on the rise or slowdown of the industry.

7.6 CONCLUSION:

From the findings of the Study, it is observed that those companies which have clear and sustained efforts in development of their employees through HRD interventions have been able to achieve significantly the following objectives:

(i) Progressive increase in the Sales turnover.
(ii) Substantial reduction in labour turnover
(iii) Highly motivated and satisfied employees
(iv) Improvement in the socio-economic conditions of the employees
(v) Providing decent education to the children by the employees.